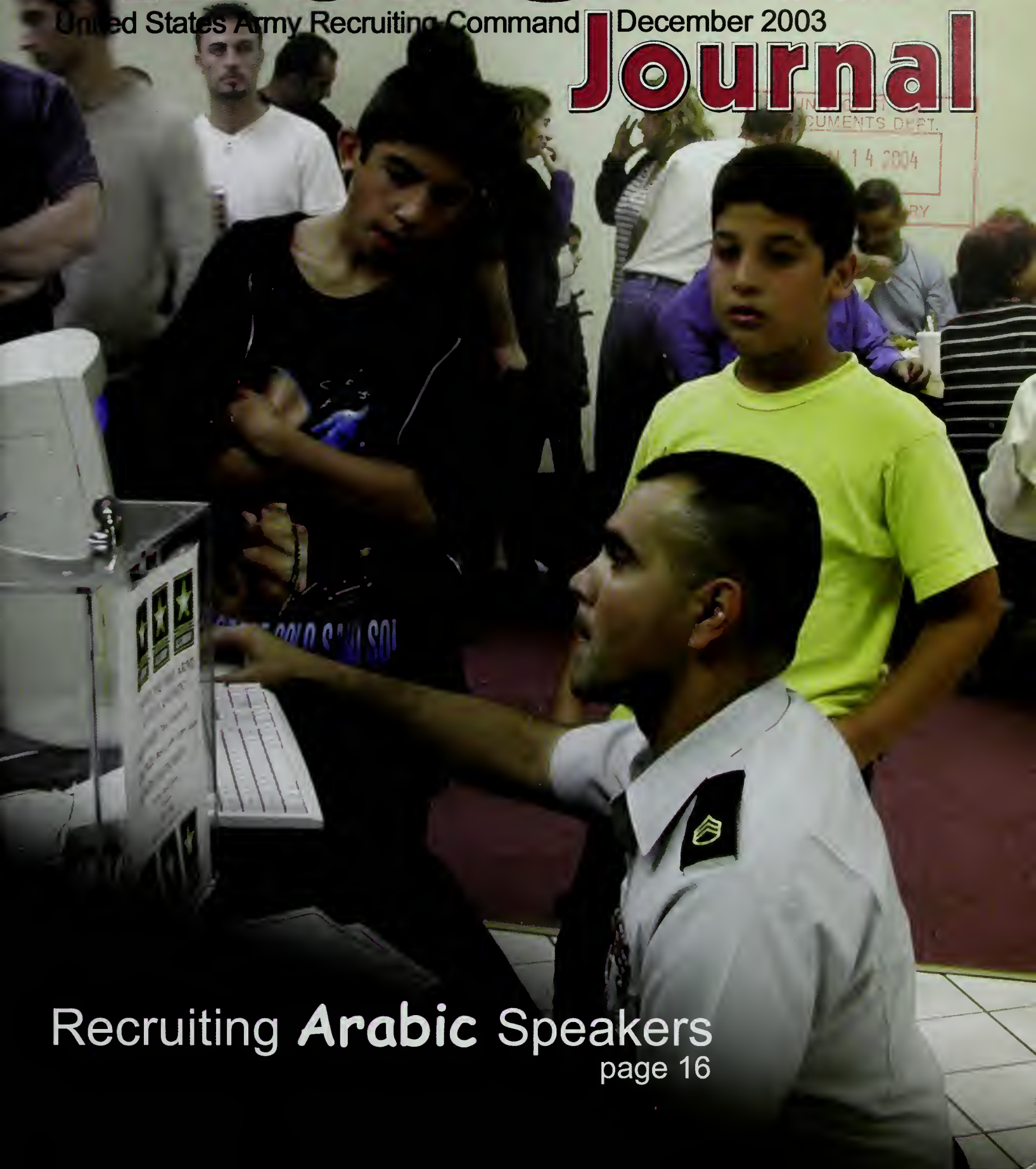


RECRUITER

United States Army Recruiting Command

December 2003

Journal



Recruiting **Arabic Speakers**

page 16

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United States Army Recruiting Command

December 2003, Volume 55, Issue 12

Journal

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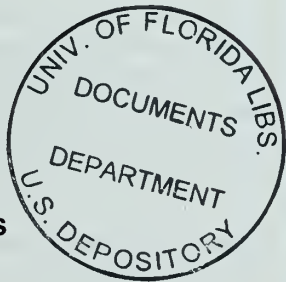


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On the back cover wearing Santa hats: (L-R) Command Sgt. Maj. Harold Blount, Command Sergeant Major; Col. Melayne Arnold, Deputy Chief of Staff; Brig. Gen. Leslie L. Fuller, Deputy Commanding General-East; Maj. Gen. Michael D. Rochelle, Commanding General; Col. Peter M. Vangjel, Deputy Commanding General-West and Col. Peter J. Varljen, Chief of Staff (Photo by Jim Welker)

The Secret is Balance

The holiday season is once again upon us. Once again, we are all conflicted, to varying degrees, by the demands of recruiting for America's Army and those of family and loved ones. Been there; done that!

So, what is the answer you ask? Experience tells me that the only possible answer to the conflict that befalls us all is a strict adherence to rock solid discipline that puts all demands (professional, personal and otherwise) in balance. The great philosopher Socrates was the first to point to the inherent goodness of balance in our lives. Socrates believed that a life lived in perfect balance with nature was the ultimate example. He believed that keeping the demands of society, family, government was the key to individual happiness. I agree. Moreover, I agree that the lessons of Socrates' work and study is more directly applicable to those of us in Army recruiting than to most others, and especially at the holiday season.

Since my days as a battalion commander in USAREC during the late '80s and early '90s, I often wondered how the very best among us managed to "balance" the seemingly competing demands of family and sustained successful recruiting. The best among us always seemed to have "broken the code," but appeared unwilling to share, or were genuinely unaware of the secret ingredients they apparently had stumbled upon. Several years later, and multiple command opportunities hence, I too stumbled upon the secret — balance!

For us, balance has three distinct parts: knowing how to work, when at work; planning a successful day, week and month; and finally, ensuring predictability for ourselves and those whom we love. Knowing how to work when at work is simple. It means having a plan that we can stick to, no matter what "pops up." Such a plan is impervious to the inevitable interruptions that arrive. It is a plan that we know must be



Maj. Gen. Michael D. Rochelle

executed, because all other outcomes depend upon it. Yet, how easily we are often pulled off course.

My trips to many companies and battalions over the past two years lead me to conclude that far too often we fail to see the connection between a successful recruiting month and the successful recruiting day and week that comprise the month in question. The result is always a mad dash for the finish line. That's no way to run a railroad! Fortunately, there are heroes among our ranks who have consistently broken the code. We need many more, in order to assure greater balance across the command.

Predictability is the one aspect that we rely almost exclusively on our leaders to secure. Whether we are in a station, company

or battalion staff, predictability is a leader responsibility. Predictability includes directing and overseeing those essential activities that ensure the successful accomplishment of the first two key ingredients (when at work ...: planning a successful day, week and month), and insisting that predictability becomes a reality. Predictability is a

must, and is especially essential during the holidays! Our family members count on it!

In closing, balance is an essential element in all our lives. It is not incongruous with the day-to-day existence of an Army Recruiter. Look around. There are those successful Recruiters and leaders around you who have "broken the code." They were there in my battalion level experience of 11 years ago, and they are there today. Learn from them. Emulate them! But most importantly, develop your own formula for balance. This is especially important during the holidays. Your teammates will thank you. Your family will thank you as well.

Happy holidays, and good recruiting!

USAREC CSM/ SGM Conference

“Senior NCOs Leading Change” was the theme for USAREC’s CSM/SGM Conference held Nov. 3-7, in Columbia, S.C. This marked the first time since 1995 that USAREC’s sergeants major had gathered for such a conference. With the goal of gaining insight from the senior NCOs, the conference centered on small group working sessions to address issues impacting the development of future detailed and cadre recruiters. Each small group, led by a brigade command sergeant major, was assigned topics on a range of issues for discussion to formulate courses of action and solutions.

Successful organizations consistently search for ways to improve business practices, leverage technology and improve quality of life for its members. USAREC is extremely fortunate to have the visionary leadership of MG Michael Rochelle, who not only granted the senior 79Rs the opportunity to come together in this forum, but also made a commitment to prioritize and support the development of key initiatives generated during the event. Setting the tone for the conference, MG Rochelle charged the senior NCO leaders with reevaluating the role of the cadre force. NCOs must rely less on a specialized, technical body of knowledge that only a few possess and rely more on the skilled application of leadership for which the Army NCO Corps is world renowned. Bolstering sound leadership skills with specialized knowledge of Army recruiting will provide every NCO with the keys to future success.

Given MG Rochelle’s guidance and my high expectations of the conference, I walked away truly impressed with the level of dialogue and critical thinking fostered among the work groups. With topics ranging from professional development and career progression models to doctrine and standards of recruiting management, each group passionately and creatively crafted radical, yet viable recommendations for change.

Group 1, led by CSM Maria Martinez of 1st Recruiting Brigade, submitted a revised Leadership and Professional Development Program timeline that has far-reaching implications for how we will use the Learning Management System to manage institutional, operational and self-development training of detailed and cadre recruiters. The group proposed a radical change to cadre recruiter selection and training, as well as a new career progression model for 79R.

CSM Manuel Estrada, 2nd Recruiting Brigade, steered Group 2 to deliver a totally overhauled/streamlined New Recruiter Program. They submitted excellent ideas to revise station level sustainment training under the Station Assessment Review



Command Sgt. Maj. Harold Blount

program and charted the way to implement a robust NCOPD for all NCOs in the command.

Led by CSM Steven Deane, 3d Recruiting Brigade, Group 3 spearheaded the mammoth task of updating recruiting doctrine. In their proposal, all doctrine would be Web-based and linked to related subjects. They also debated and identified a different approach to sales delivery and sales doctrine (TEAMS). The debate resulted in a proposal that should resonate with and attract prospects who possess Future Force Soldier attributes.

Group 4, led by CSM Michael Horner of 5th Recruiting Brigade, tackled standards, NCOER and development counseling, and redefining roles and responsibilities of recruiters to CSMs. The group developed standardized duty titles and duty positions for all levels of recruiting and methodology for writing NCOERs based on the whole-Soldier concept. The group introduced a recruiter transition and integration process from the time of alert notification to successful unit/job assimilation.

The last group, led by CSM Ricky Henager of 6th Recruiting Brigade, focused on the art and science of recruiting and how to leverage systems and technology to manage recruiting activities. They developed a conceptual framework of standardized systems and processes to manage the five critical tasks at all levels of recruiting and discussed how ARISS will be used to manage each. They further developed daily performance checklists at station and company level and a coherent electronic production management binder to facilitate structured performance reviews with ARISS.

The conference resulted in a positive and proactive cross-fertilization of ideas at the highest level of USAREC’s NCO Corps. The conference members agreed that we should hold this event annually to address the issues facing the future of the command. This and similar conferences would provide for continuous dialogue to allow the USAREC NCO Corps to take ownership of its destiny while developing a competent and confident force capable of making the mission in any market environment.

“NCOs lead the way.”

The Gift That Keeps on Giving



By Chaplain (Lt. Col.) Lyndell E. Stike

Christmas is a season for loved ones to exchange gifts with family and friends. We will spend hours this month searching for the perfect present for our significant other. Many times we will charge beyond our means to repay. Stress can overwhelm us as we lose sight of the meaning of the season. Chaplain (Col.) Neil Dennington tells the story of a young girl by the name of Almie Rose.

It was at least two months before Christmas, when 9-year-old Almie told her father and mother that she wanted a new bicycle. Her old Barbie bicycle was just too babyish, and besides it needed a new tire.

As Christmas drew nearer, her desire for a bicycle seemed to fade, as she didn't mention it again. Merrily, her parents started purchasing the latest rage — Baby-Sitter's Club dolls — beautiful storybooks, a dollhouse, a holiday dress and toys. Then, much to their surprise, on Dec. 23, Almie Rose proudly announced that she "really wanted a bike more than anything else."

Her parents didn't know what to do. It was just too late, what with all the details of preparing Christmas dinner and buying last-minute gifts, to take the time to select the "right bike" for their little girl. So there they were — Christmas Eve around 2100 hours — having just returned from a wonderful party, contemplating the evening ahead ... hours of wrapping children's presents, parents' presents, a brother's presents and friends' presents. With Almie Rose and her 6-year-old brother, Dylan, nestled snug in their beds, they could now think only of the

bike, the guilt and the idea that they were parents who would disappoint their child.

That's when Dad was inspired. "What if I make a little bicycle out of clay and write a note that she could trade the clay model in for a real bike?" The theory being that since this is a high-ticket item and she is "such a big girl," it would be much better for her to pick it out. So he spent the next five hours painstakingly working with clay to create a miniature bike.

Three hours later, on Christmas morning, her parents were so excited for Almie Rose to open the little heart-shaped package with the beautiful red and white clay bike and the note. Finally, she opened and read the note aloud.

She looked at her mom and dad and said, "So, does this mean that I trade in this bike that Daddy made me for a real one?"

Beaming, Mom said, "Yes."

Almie Rose had tears in her eyes when she replied, "I could never trade in this beautiful bicycle that Daddy made me. I'd rather keep this than get a real bike."

At that moment, her parents would have moved Heaven and Earth to buy her every bicycle on the planet!

Let us never forget that the best gifts come from the heart and many times have been crafted by the hands. May you give of yourself this season in time, conversation, and attentiveness. A hug and kiss could change your life if not your attitude. Many Blessings in this holiday season.

A Recruiter Writes:

We are requesting that USAREC relook its policy, Subject: Command Annual Awards Recognition Categories and Criteria FY 04, 23 Aug 03, pg 6, para 7b(1).

When we first came out here, "station team concept" is what was drilled and is a monthly reminder during DPR (Daily Performance Review). We are told that a recruiter has to put at a minimum two contracts per month, one of which should be a GSA (Grad or Senior Alpha).

Putting in a GSA is something that all recruiters strive to do on a monthly basis. Some recruiters can put as many as four contracts per month with none being a GSA, while others average one GSA contract per month. Does this mean that the GSA recruiter is more successful than the "other" recruiter? Does this also mean the GSA recruiter contributed more to the success of the station's mission box? Is it not considered a team effort or concept when in any given month a recruiter fails to put in a GSA and that is the month the station, company, battalion, or even brigade mission box?

Recruiting is an extremely hard job in itself and morale is an issue. This current policy would make it even harder and lower. The reason for this would be because no matter how many contracts a recruiter writes per month, he or she is viewed as unsuccessful because they did not net a GSA and did not contribute to the station's mission box. This can be viewed as a form of punishment versus rewards or awards.

Our recommendation is to allow the recruiters who did not achieve one net GSA to receive at least half of the mission box points since they did in fact contribute to the success of the achievement.

One other thing, when a station mission boxes, it is also unfair that the recruiters not receive points when the brigade and or battalion mission boxes. These recruiters were just as instrumental in their success.

The Chief of Staff Responds:

Thank you for your comments through "The Way I See It" program regarding recruiter incentive awards.

The U.S. Army Recruiting Command has established incentive awards to motivate, encourage, and reward recruiters at all levels for going above and beyond their quality mission. And the key is "quality."

Mission box is the "standard" for all levels set by USAREC and yes, it is based on quality Grad or Senior Alpha (GSA) production. Mission box is the net accomplishment by category. By asking a recruiter to net just one contract, the station may never achieve the standard. All our efforts, as can be seen through the Mission Accomplishment Plan (MAP), are focused on the GSA market. While some "others" are the natural fallout of prospecting in the alpha market, they are not our primary market. In fact, those that you mention in your note that are



"putting in four per month with none being GSA," are probably prospecting in the wrong market. Although they do help in making the mission, it is not where we want recruiting to be focused and, therefore, do not want to reward that focus. We do give points for other contracts. However, to share in "mission box" success, contributing to the quality mission is a minimum standard.

With the current program, a recruiter can receive points for contracting by category, shipping, and when the individual graduates basic training. This program allows for recruiters to share in mission box, provided the station achieves mission box and the recruiter assists the station by writing a quality contract. Past statistics have shown that the average detailed recruiter will earn the third Sapphire Star and most likely earn their recruiter ring upon completion of their tour. These statistics are based solely on contract points (one quality and one other), CG bonus points, and mission box points (mission box points based on 16 months out of a 36-month tour).

It is not the command's intention for this program to lower morale by any means. The monthly awards and special incentive programs are designed to encourage production that meets the needs of the Army. There are currently other incentives established to motivate, encourage, and reward recruiters for going above and beyond (Chief of Staff of the Army, Annual Awards, and other various programs, etc.).

Thank you for your concerns and please continue to let us know how we can better support the recruiter. For further information, contact Kathy Daugherty at DSN 536-0460, commercial 502-626-0460, or e-mail at Kathy.Daugherty@usarec.army.mil.

TWISI letters can be sent e-mail to TWISI@usarec.army.mil. Written comments may be mailed to ATTN RCCS CHIEF OF STAFF, COMMANDER, US ARMY RECRUITING COMMAND, 1307 3RD AVE, FORT KNOX KY 40121-2726.

The GRASS May Not Always Be GREENER

By Pearl Ingram, Recruiter Journal editor

It's all about leadership in the Army, whether an NCO is serving as a detailed recruiter in USAREC or serving in any of the other more than 200 MOSs the Army offers. However, when a detailed recruiter converts to 79R and lands a job as station commander, the leadership skills must kick in immediately.

"Not everybody who is successful as a recruiter has the leadership skills," said MSG Jackie Miracle, NCOIC, USAREC Recruit the Recruiter team. Miracle has for the past two years met with Soldiers around the world telling them what to expect from a tour in recruiting.

Mentoring new Soldiers, motivating others to go beyond what they believe they can accomplish, coaching when the stress is on, and displaying a high degree of integrity all fall within the category of being a good leader.

"Once you take over a recruiting station, you're not only recruiting the young population but you're managing a team of NCOs anywhere from two NCOs who work for you to eight or nine NCOs. I was responsible for training all eight of my NCOs," said Miracle. "If they were unsuccessful then my station and I were going to be unsuccessful."

Around the 24-month period in a detailed recruiter's tour, he or she may begin thinking, 'do I want to do this for my entire career or do I want to go back to my prior job in the Army.'

"For me it was a tough decision," said Miracle. "Recruiting is a tough job but any job in the Army is going to have its challenges."

Career Fields Can Change

Before trying out station commander duties, many detailed recruiters return to their MOS, according to Miracle. Some find that during the three-year period while they are in recruiting, their MOS undergoes significant change. The tactics change, the equipment changes, and the technology changes. For some, once they are back in their MOS, they decide recruiting wasn't so bad and want to return.

SSG Herman Robinson, who is presently stationed at Fort Gordon, Ga., is one of those recruiters who decided not to

convert and returned to his MOS in the Dental Corps. However, now Robinson has reconsidered and wants to change his MOS.

"At the time, I had made staff sergeant. I am in the medical field and there were some areas within my MOS that I had never worked. I was sort of torn because I really liked recruiting. I had a discussion with my wife and my son and decided going back to a large dental clinic was what I should do. Once I left, I guess my wife knew that I loved the recruiting job a lot," said Robinson.

He's been back in his MOS for three years now and would have liked to have put in a packet much earlier — had he not been immediately assigned to Korea.

"If I could have put in from Korea, and they would have granted it, I would have done it a long time ago," said Robinson.

However, Robinson has now learned that he won't have

Traits Needed for 79R MOS

1. Ability to tell the Army story
2. Desire to develop good leadership skills
3. Ability to train and manage Soldiers
4. Knowledge to motivate by using positive influence
5. Ability to assist others in recognizing strengths and improving upon weaknesses
6. Desire to be a strong self-starter
7. Good interpersonal qualities
8. Outgoing personality
9. Be a people person



MSG Todd Breen, G3, Recruiting Operations NCOIC, listens to CSM Michael R. Horner, 5th Brigade, during the USAREC Sergeants Major Conference held during November in Columbia, S.C. Photo by Joyce Knight, USAREC, G5

the same assignment preference he would have had as a detailed recruiter. Instead of being assigned within the battalion where he served as a recruiter, he will be assigned to one of the 10 battalions most in need of a station commander.

"We may need recruiters in Denver, but we may need most of our station commanders on the East coast," said Miracle.

While assigned to recruiting, Soldiers can count on using the latest in technology with laptop computers and cell phones. Some battalions allow recruiters to attend college during the day alongside the college-age students who may have some interest in Army service.

It's Not That Easy to Return

When returning to recruiting duty, Soldiers must resubmit an application and their branch must release them for a change in MOS. They must also submit NCOERs from the date first assigned to recruiting duty, along with production sheets. These things can make returning to recruiting a little time consuming and a bit more difficult.

"The thing that captured me," said MSG Todd Breen, G3 Recruiting Operations NCOIC, "was that this was an ongoing challenge, a monthly challenge. So we're looking for someone who is ready to accept that challenge on a month-to-month basis."

Breen says a person considering reclassifying into the 79R MOS should probably make it a family decision if they are married. Then they should look at where the promotion opportunities are in their MOS versus recruiting. Finally, they should look at their ambitions after the Army.

"If they envision themselves working with corporate America, no one is more tied to corporate America than Recruiting Command," said Breen.

Breen says the leader in recruiting 15 years ago was more of a mentor, but today, the leader needs to be a coach — someone

personable with his peers — who not only directs but coaches through the process.

"I would tell them to weigh all the options and think about it," said Robinson about converting. "Just look and see if that is something for you and if you can excel at the job."

Advantages to Changing MOS to 79R

- ☆ Increased promotion potential through grade E-7
- ☆ Assignment offer within the company or battalion presently serving
- ☆ Special duty allowance pay of \$450 per month, amounting to \$5,400 per year
- ☆ An opportunity to learn marketing, advertising, salesmanship, and human resources which can be used in future civilian positions
- ☆ Less likely to deploy
- ☆ Meritorious promotion potential
- ☆ Position advancement in 79R MOS
- ☆ Operations NCO
- ☆ Training NCO
- ☆ Exhibitor with Accessions Support Brigade
- ☆ Instructor at Recruiting and Retention School
- ☆ NCO position at USAREC
- ☆ Recruit the Recruiter Team
- ☆ Warrant Officer Recruiter
- ☆ AMEDD Recruiter
- ☆ Special Forces Recruiter
- ☆ DELTA Force Recruiter
- ☆ First Sergeant

The writer can be e-mailed at Pearl.Ingram@usarec.army.mil

Capturing the New Grad Market



By Sgt. 1st Class Rodney D. Van Ness, G3, Training Division

Today's grad market is becoming more challenging each year. The graduates of today rarely find themselves at home. Between work, school, and a social life, they are busy. As an Army recruiter, you must formulate tactics that allow you to personally contact this important market. As you know, the recruiting station mission is always grad heavy. To accomplish the grad mission, you must use a strong, systematic approach that contains three steps. The first step is a strong high school program. The second is a strong college recruiting program. The third is an organized follow-up program.

Step 1 — A High School Program

In order to own and feel comfortable with the grad market, you must put forth a diligent effort in your high school program. You may have heard the old saying, "If you don't talk to them while they are in high school, they won't talk with you when they are grads." When you build rapport and establish yourself as a person who is concerned about the individual's best interests, you establish a reputation as a concerned mentor. All the efforts that you exert in the high school — telephone prospecting, high school visits, and volunteering at special events — will assist in establishing that you are not just another armed services recruiter. The better you are known by your school's senior market, the easier it will be for them to remember you in the years following graduation. This makes telephone prospecting a little easier since the graduates know you. You want to be the friend who is calling to find out how things are going in their life and not be just another recruiter.

To develop your high school program, you must do your

homework. Plan to meet a new teacher during each high school visit, as well as finding those seniors you can never reach by telephone. Class presentations are a must. If you are not comfortable with class presentations, get a fellow recruiter or your station commander to help. Face-to-face time at your high school cannot be over emphasized. Usually high schools have pre-graduation award ceremonies to recognize outstanding students. Offer your services at these functions, as well as using this time to recognize your DEP members. Remember, the more exposure you can get, the better. Always document each contact you have with your market, as it will assist in your blueprinting efforts.

You will find that your recent graduates will travel in one of two directions after high school. First, is the path of continuing their education. Some will stay in the local area and attend school and others will go away to college. The second path will take them straight into the job market. As your senior market graduates, your telephone prospecting will result in fewer contacts. Don't get discouraged, this is a busy time in their lives.

Recruiters have a tendency to lose their patience while telephone prospecting when they find out that Johnny is not home. With recent graduates, it becomes more important to get information from all possible sources. Take a few minutes to talk to mothers, fathers, brothers, and sisters. Talking to the family shows you have a genuine concern for Johnny, as well as it gives you information as to when is the best time to call and find him at home. Make sure to record the information that is given, so you don't call at the same time the next day. When you do have the opportunity to talk with Johnny, he will probably not admit that things are not going as planned. Since you are known by the entire family, you will feel more comfortable while telephone prospecting.

Apply what you have learned and maximize your telephone time and its effectiveness by preparing a detailed pre-phone plan. Don't just go through the motions and satisfy a requirement. You can gain a lot of information from family members who will be the influencers you will have to deal with to close the sale.



Step 2 — A College Recruiting Program

The next thing needed to be consistently successful is a detailed plan of attack to penetrate local colleges and secondary schools. A number of recruiters have a tendency to feel intimidated while recruiting on the college campus. I have found that if recruiters work in pairs, it helps to relieve this intimidation.

THE FIRST THING to do is to set realistic goals for the school. For example, if you are dealing with a private college that has never been cooperative with military recruiters, it may not be realistic to expect to write a lot of contracts the first year. Second, make a list of the people you will need to talk to accomplish your goals. When you are aware of whom to contact on campus, you will increase your confidence when pursuing this market. Don't try to accomplish everything overnight. Make a timeline and make it happen!

The first place to look for help is the college ROTC Department. Here you have active duty officers and NCOs who are all about finding the next leaders of this country. They may be able to assist you in obtaining a stop out list, as well as prior service lists from the school's administration office.

ROTCs are full of college students who already have an interest in the military and may also need help paying for their education. The Army Reserve will not only help pay for their school through pay, but the simultaneous membership program can be of great assistance. It can provide the student with practical experience that can help them apply the leadership training they are receiving from their ROTC classes.

NEXT, don't forget the other specialty classes such as foreign languages and computer technologies. The Army is always looking for people who are proficient in foreign languages for careers in military intelligence. These types of classes can be used to show the college students that the Army is an employer of the skills they are learning. It will also imply that the Army is an alternate way of receiving the skills that they are looking for from college. Either way, the Army wins. Either they finish college and join the Army as a Hi-Grad, or they turn to us as a trainer when they drop out. Make sure you use class presentations with TAIR events to help get this message out on the street.

Another resource at the college is the student activities director. This person will be able to provide dates of activities such as career days, fund-raising events, and voter registration drives. With this information in hand, you can better use all your assets such as TAIR events and Mission Support Battalion exhibits. These individuals are always looking for activities to fill their schedules as well as something new and exciting for the students.

DON'T FORGET the traditional points of contact on the campus. Set up a meeting or luncheon with the financial aid

department to discuss how the Army/Army Reserve education programs work and how they may be able to help their students stay in school. Get your company commander and battalion education services specialist involved. A good sales presentation to this department could very well develop into a referral network.

Lastly, don't forget the campus bulletin boards. Remember, the key is to change your target message to fit the semester or quarter. For example, in the months of December and June, display information about the Loan Repayment Program and jobs for the students getting ready to graduate. Display information about jobs from December through January for the student contemplating dropping out of school.

Step 3 — An Organized Follow-up Program

Getting to know your students early in their high school career cannot be over emphasized. When they graduate they will remember you when things are not going as planned or when they graduate college and want to start a career. It is a successful school program that will help you "capture the new grad market."

Bright Idea



"As a former OPSC and LPSC, I believe the single most important leadership ingredient to recruiting success is *"Tell'em They Can!"*"

Yes, consistency and persistence are important to the station commander too. But the recruiters have to know that they can succeed. The leaders in USAREC have to tell them that and often. Of course, you must first believe it or you'll just come across as condescending.

Don't tell the recruiter he or she can because the market supports it. Tell him or her they can because they're outstanding Soldiers. They can because they proved it when they earned the Expert Infantry Badge. They proved it when they earned NCO of the quarter.

Everyone in the Army has accomplished things that civilians cannot even comprehend, things that are not normal, such as Master Gunner, 100-mile marches in Germany, firing expert with a machine gun, Audie Murphy Club, and the list could go on. We, as leaders, have to build our Soldiers up every single day.

"Tell 'em They Can"

SFC Ronald P. McDaries

Fatigued Driving

By John Kolkman, USAREC Safety Office

Recruiters sometimes don't get the sleep they need because their schedules don't allow adequate time. They seem to be juggling work and family responsibilities, combining work and education, and making time for enjoyable pastimes, which may leave little time left for sleeping. Many commanders are unaware of the negative effects this choice can have on health and functioning for recruiting missions. Commanders sometimes have to be reminded that accidents occurring from distracted or fatigued driving are not "the price of doing business." From high profile politicians and celebrities to the general population, people often see sleep as a luxury.

Job-Related Sleep Restriction

The Army functions 24 hours a day. Mission pressures and the constant pressure of striving for success places increased demands on many recruiters and support personnel to work instead of sleep. Work hours and demands are a major cause of sleep loss. For example, respondents to a New York State survey who reported drowsy driving incidents cited a variety of reasons related to work patterns. These included working more than one job, working extended shifts (day plus evening plus night), and working many hours a week as in recruiting missions.

Risk Management for Recruiters Driving Government Vehicles

Managing the risk of drivers behind the wheel of a GOV becomes important considering the amount of time spent on the road and the hours recruiters are awake and driving. When recruiters are required to drive between the hours of 2200 and 0500, this becomes a medium risk operation. Sleep cycles are disrupted and risks become greater for recruiters.

Problems Occur During Late Night Hours

Drowsy driving crashes occur predominantly after midnight, with a smaller secondary peak in the mid-afternoon. Studies of commercial drivers show a similar pattern. According to a 1996 report, time of day was the most consistent factor influencing driver fatigue and alertness. Driver drowsiness was markedly greater during night driving than during daytime driving, with drowsiness peaking from late evening until dawn. Nighttime and mid-afternoon peaks are consistent with human circadian



sleepiness patterns. Recruiters are no different when comparing driving patterns with commercial drivers (sales professionals).

Fall-Asleep Crashes Are Likely to be Serious

The morbidity and mortality associated with drowsy driving crashes are high, perhaps because of the higher speeds involved, combined with delayed reaction time. In North Carolina, more of these crashes resulted in injury compared with other, non-alcohol related crashes. Fatalities occurred in 1.4 percent and 0.5 percent, respectively. A higher proportion of the most serious crashes are sleepiness related.

Summary

Fatigued driving has several causes and most are related to how recruiting missions are carried out — driving long hours to the Military Entrance Processing Station early in the morning, awake all day, then driving back to the home station. This can easily make a risky 20-hour day, especially when you throw in the approaching winter conditions. We also know the battle cry of most soldiers is "can do." Sometimes leaders need to pull out their USAREC Form 1144, Risk Management Card, and go over the pros and cons of a risky mission.

Remember, the approval for moderate risk missions is the battalion commander. Lower the risk by using hotel rooms set aside near the MEPS to rest before returning to the station. When people drive fatigued, they not only put themselves and the public at risk, but also the Army's mission of putting America's finest in uniform.



A guide for success

Story and photos by Sgt. 1st Class Jim Guzior, Army Public Affairs Center

Technology today is a wonderful thing. I've been in Public Affairs as a broadcaster for more than a handful of years and can remember the dark ages of yesterday. The days when the average home computer seemed like a miracle to a military print journalist and military broadcasters thought a digital video camera could only be used in Hollywood. Times certainly have changed.

Today everything is easier but we still find ways to make them complicated. I was serving as a medic in the infantry when I decided I wanted a change in occupation. I really wanted to be a military broadcaster. When my reenlistment window opened, I went to see my retention NCO about reclassifying. I'm sure you can picture the guy. He worked in a dimly lit office in the back of the battalion HQs. His office was cluttered with yellow-antiqued-paged military regulations.

"You want to be a what?" he asked. "Son, are you sure we have that job in the Army?" He walked over to a shelf and pulled out a book and blew off the dust. He opened it to a particular page

and said, "Well, what do you know! Here it is. The requirements say you have to" He began reciting a litany of requirements stopping after each in the list to make sure I was a "GO." After a few minutes of questioning followed by my "Hooahs," he looked up and asked, "Have you submitted a voice audition to the Defense Information School?"

I didn't even know what a DINFOS or voice audition were.

"Well let me give them a call and see what you have to do. Come back and see me in two weeks," he said. Everything moved quickly in those days.

A couple of weeks later I returned to the retention office and asked if there was new information on my big voice audition? The NCO mumbled something under his breath, reached into a drawer and pulled out a tape recorder. He got up and walked out the door saying, "Follow me, son."

We walked up some stairs to a room that was clearly lettered "Battalion Command Sergeant Major." He told me to wait outside as he knocked and entered. A few minutes later, the CSM walked out and looked me up and down. I stood locked at parade rest. I guess he wanted to see if I looked like a broadcaster, as he pictured one, the Walter Cronkite/Dan Rather type. He didn't seem very impressed. He grunted and walked down the hall. I was beginning to have doubts about the voice audition.

The NCO opened the door and told me to come in and have a seat. I walked into the office and was immediately overcome by the surroundings. I didn't realize that the CSM's favorite pastime was hunting and fishing. The walls of his office were covered with dead carcasses of every animal you could imagine. I almost felt like I was dinner for the wild kingdom. This was my audience for the voice audition? A bunch of deer, moose, and fish heads all looking at me?

I sat down in front of the CSM's desk and a chubby, stuffed squirrel stared at me from the desktop. The NCO sat opposite me and put the recorder on the table.

"All right, here's the script from DINFOS. I'm going to hit record and you read it. Any questions?" Before I could answer he said, "Ready, go!" He pushed the button and I frantically looked down at the copy and began reading. I actually made eye contact with the squirrel and began reading to him! It was definitely not the audience or audition I had envisioned. The squirrel made me nervous as my pacing and melodic delivery did nothing to impress him. He sat frozen in time just giving me the creeps.

When I finished reading, the NCO hit the stop button. "Thank goodness it was all over," I thought to myself. Then he said, "Now I want you to talk for one minute about why you want to be a

military broadcaster. Ready, go!” Once again he turned on the recorder and I nervously went into a speech about how I dreamed of being a professional broadcaster and desperately wanted to be a radio star. Once again the squirrel was not impressed. When I finished, the NCO stopped the tape and told me to return to my company. He said he would mail the tape to DINFOS and have an answer for me in a month or two.

I couldn’t believe it. It was over. I was so nervous. I prepared myself for bad news and was sure there was no way I was going to make it. However, I waited hopefully for the answer. Every day seemed like a year as the voice audition traveled from Hawaii to DINFOS at Fort Meade, Md.

I never became a radio star, but I did pass the voice audition and became a military broadcaster. I felt it was a miracle considering how the audition took place.

What’s more amazing is that some of the very same problems I encountered still exist today. Somewhere out there right now a young Soldier is nervously reading a script in a less than desirable atmosphere with no guidance on how to do it. Not all recruiter/retention NCOs are familiar with the broadcast voice audition for MOS 46R. These days I work in the Army Public Affairs Center, the proponent for Public Affairs, and receive numerous calls from recruiter/retention NCOs about problems administering the voice audition. I also get calls from Soldiers who complain about their audition not being done correctly, and in

some cases, not being done at all. When that Soldier or teen-ager shows up at retention or recruiting and says he wants to be a broadcaster, NCOs are taken by surprise. They are unaware that technology is now providing some help for them and the Soldier.

These days recruiter/retention NCOs can look on Army Knowledge Online to find instructions on how to administer the voice audition (AKO SEARCH: Voice Audition). The Defense Information School Web site, www.dinfos.osd.mil/broadcasting.htm, actually has an audio guide that gives recruiter/retention NCOs some preparation for administering the test. The audition no longer has to be done on cassette and mailed. The audition can be recorded on a computer and e-mailed or put on compact disc. This makes it much easier for the administrator and they can assure the applicant a reasonable response time.

The process for administering the actual audition is explained fully in the audio instructions on the DINFOS Web page. Even if the administrator has never uttered a single word into a microphone, a recruiter/retention NCO can follow the voice instructions on the Web site and coach the applicant toward success. Anyone can do it! Some of the tips given are to speak naturally and to relax. There are also contact numbers in the LOI in case of questions on the process. Recruiter/retention NCOs can also call their local Public Affairs offices for help or to answer questions about the voice audition.

Not all candidates will be successful in passing the audition and this is not a hit on the NCOs. That’s why they call it an audition! Some voices are made for broadcasting and some aren’t. However, recruiter/retention NCOs who follow the instructions can feel confident they gave their candidate the best opportunity to succeed.

Technology has made this an easy process. Recruiter/retention NCOs need to become more familiar with the process so those young capable broadcast wannabes can make it into the MOS. My old retention NCO got the job done but definitely would have marveled at today’s technology. I hope this will help improve your knowledge of the voice audition. And please do me a favor: keep the squirrels out of the room when you start recording.

Basic Qualifications for a Broadcast Journalist

- ★ Minimum GT score of 110 (no waivers authorized)
- ★ High school diploma graduate or equivalency
- ★ Type 20 words per minute
- ★ Successfully completed two years of high school English, documented by official transcripts
- ★ Mandatory voice audition tape, from a script provided by DINFOS prior to enlistment. This audition is administered by recruiters or military personnel.
- ★ Secret security clearance
- ★ Physical Profile no lower than 21121
- ★ Drivers license must not expire while in AIT
- ★ U.S. citizen



A broadcast instructor (left) and student listen to a recent voice recording on the computer while monitoring the script.



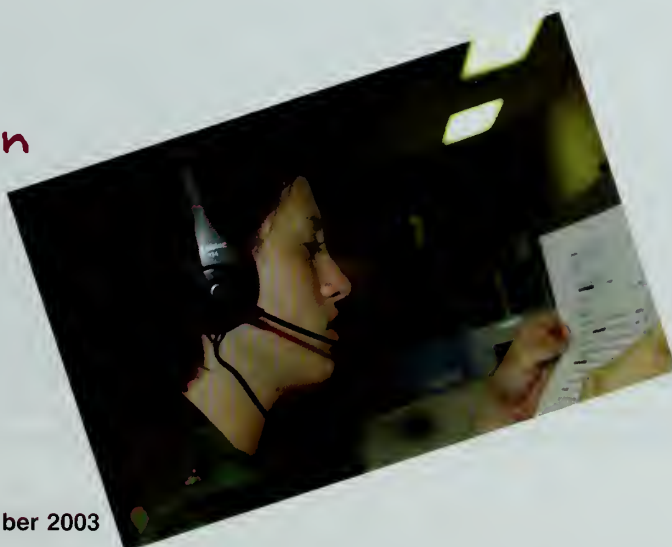
The Mysterious Voice Audition Process Uncovered

Broadcast students using headsets to record voice script during broadcast announcing class (top) and in the mock-radio studio (bottom) at the Defense Information School.

It may seem like quite a cloak and dagger process once that voice audition has been sent off. The Soldier will inevitably have a lot of questions about who is going to listen to the audition, how long it will take to get back, and what is being evaluated.

The process is fairly simple. Once the Defense Information School receives the voice audition, they put together a panel of instructors and administrators to listen to each audition and determine if the applicant's voice is trainable. DINFOS advises every applicant to use his or her natural voice and not try to impersonate a deejay. If the panel feels that a voice can be trained in the normal curriculum, the audition receives a "GO."

All auditions submitted should contain an e-mail address. The e-mail address will ensure a prompt response. Audition packages are handled on a first-come, first-served basis; however, the DINFOS standard is to have tapes evaluated and results "in the mail" within three duty days from the day the evaluating team receives the audition tape or digital file.



Use Technology to Get the Voice Audition Back Sooner

There are a number of ways to accomplish the recording of the voice audition. DINFOS accepts auditions on cassette tape or digitally. The obvious advantage to sending an audition digitally is less paperwork, avoiding the postal system, and a more expedient delivery and return method.

The guidelines for a digital submission are: Use vendor provided or an off-the-shelf audio program to record digital audio files on a computer. Speak directly into the microphone. To obtain maximum quality and keep file size to a minimum, record or format audio files as MP3 files. Wav formatted files are acceptable for review. However, these files are much bigger than MP3 and may prohibit the use of e-mail submission procedures. If more than one applicant is recorded, save each audition as a separate file. Almost every PC comes with a built-in sound recorder; the only problem is that the sound recorder only records for 60 seconds at a time by default. Most voice auditions could be almost five minutes in length. The sound recorder length can be increased to accomplish the voice audition. Go to <http://support.microsoft.com/default.aspx?scid=kb;en-us;82215> for instructions on how to add more minutes to your recorder. I recommend adding at least five. It should work on all Windows systems.

The guidelines for cassette submission are: Use single-track and only record on one side. Do not use multi-track stereo microcassettes. Ensure the applicant speaks directly into the microphone. Use only new or completely erased tapes. If you record more than one applicant on a tape, allow at least a 20-second pause between takes, and identify each take with the applicant's name and unit.



Seven members of the U.S. Army Marksmanship Unit Service Rifle Team fire a 21-gun salute in memory of Capt. Don McKenzie at Camp Perry. Photo by Paula J. Randall Pagán

USAMU Boosts Interest at DEP Function

Shooters provide marksmanship training and honor a fallen soldier

By Paula J. Randall Pagán, U.S. Army Marksmanship Unit

Although Soldiers with the U.S. Army Marksmanship Unit at Fort Benning, Ga., are best known for their ability to bring home gold medals for the Army in shooting competitions, the world-class shooters of the USAMU have been helping the Army with a different mission — recruiting.

Soldiers of the USAMU supported a recruiting mission during the 100th anniversary celebration of the National Rifle Matches at Camp Perry, Ohio, on Aug. 9.

Sgt. 1st Class Steven V. Pullins, USAMU Recruiting Command liaison, provided marksmanship training to 120 Delayed Entry Program members and recruiters of the Toledo, Ohio, Recruiting Company, at the Camp Perry clubhouse using the portable laser shot system, which uses computer generated moving targets and laser pistols.

“The effect of this marksmanship trainer is to have an interactive, safe arcade in a fun environment,” Pullins said. “DEPs are encouraged to attend USAMU functions,” Pullins continued. “Recruiters are encouraged to bring their DEPs to

these venues and get them involved. Recruiters should not only use this time to prospect for potential Army enlistments, but should energize their DEPs to become part of the recruiting team, handing out promotional items, and talking with potential enlistees thereby reinforcing their commitment. Additionally, DEPs should be afforded the opportunity to meet and talk with USAMU representatives. This is a cost effective and easy way for local recruiters to influence prospects and keep DEPs interested in the Army prior to their ship date.

“We are here to serve Army recruiters and assist them in making their mission,” Pullins said. “Through USAMU recruiting assistance events, we help recruiters expand their market and reinforce the contacts they have already made.”

“The DEPs really enjoyed the marksmanship training as part of their military orientation. We also do drill and ceremony, first aid, and map reading just to name a few of the tasks that help the DEPs prepare for Basic Training,” said Toledo Recruiting Company Commander, Capt. Michael C. Wise. “The AMU showed them something new and different that we can’t provide. I would definitely recommend them to any recruiting unit; they are a great enhancement to the DEP program.



During their military orientation at Camp Perry, members of the Army's Delayed Entry Program listen intently to Administrative Assistant to the Secretary of the Army Joel B. Hudson speak about his work at the Pentagon. *Photo by Paula J. Randall Pagán*

"The marksmanship trainer is a neat way to familiarize them with the Army's weapons in a safe, fun, and challenging way," Wise continued. "It is also great for them to meet the elite shooters of the Army Marksmanship Unit, who represent an important display of the opportunities that reside within the Army. As added value, the DEPs had the opportunity to observe an airborne jump and meet the Golden Knights in person — yet another inter-Army opportunity."

The DEP members also got a very special visitor at the clubhouse after their training. Administrative Assistant to the Secretary of the Army Joel B. Hudson spoke with the DEP members and then shook hands and spoke with each one of them personally.

"I want to say thank you very much for what you're about to do," Hudson said to the future Soldiers. "I'm very proud of you."



A member of the Golden Knights Gold Team jumps onto Petrarca Range with the American Flag during the National Anthem at Camp Perry's Centennial Celebration. *Photo by Paula J. Randall Pagán*

After their training at the clubhouse, the DEP members attended a Centennial Celebration barbecue at Petrarca Range and observed a parachute-jumping exhibition by the U.S. Army Parachute Team — the Golden Knights — which included jumping in the American Flag during the singing of the National Anthem.

A somber portion of the celebration was a tribute to deceased Soldiers and shooters. The Golden Knights parachute jump delivered the ashes of the late Capt. Don McKenzie, a Distinguished Flying Cross recipient, for interment on the 1,000-yard berm. USAMU commander Lt. Col. David J. Liwanag, ceremony guest speaker, told the crowd that McKenzie was a long-range shooter who named his daughter Perry in honor of the home of the national matches. Seven shooters of the USAMU Service Rifle Team rendered a 21-gun salute as part of military honors to McKenzie as a lone bugler played Taps.



The Golden Knights take time to pose for photos with the 120 DEP members from the Toledo Recruiting Company who call themselves the "Soldiers of the Corn." *Photo by Capt. Michael C. Wise, Toledo Recruiting Company*

Recruiting Begins Relationship With Assyrian Community

Story and photos by Jeff Duran, Chicago Battalion

The recruiters of Chicago Battalion made history in August by being the first military recruiters to attend the Assyrian American National Federation's national convention. The AANF, which invited the Army to attend their 70th annual meeting, brought community leaders from across the country together to discuss Assyrian community issues including the situation in Iraq where many Assyrians still live. The convention's more than 5,000 participants were supportive of the Army's recruiting message and to the sacrifices made by our forces in support of Assyrian and other citizens of Iraq. The convention's leaders gave recruiters and commanders a chance to meet with the community's centers of influence in the hopes of breaking down barriers and enhancing understanding between the Army and the Assyrian community.

The Army was represented at the five-day American



Sgt. 1st Class Owen Simmons and Sgt. 1st Class Maurice Allen discuss life in the Army with children visiting the Assyrian American National Convention in Chicago.

Assyrian National Federation convention by recruiters and company leadership teams from the Chicago and Glenview Recruiting Companies, along with Lt. Col. Patrick Healy, commander of the Chicago Recruiting Battalion.

Assyrians, who make up 5-10 percent of the population of Iraq, are what remain of one of the most ancient cultures in the Middle East. While they are not Arabs, they live in Arab-speaking countries, speak the language, and understand the culture. However, since Assyrians are predominately Christian, much of the original population has fled the region due to persecution and ethnic based massacres over the past 100 years.

"Most Assyrians are very anti-Saddam due to being oppressed in Iraq. Consequently, they are very pro-American and very patriotic," said Sgt. 1st Class Brian D. Oakley, foreign language advocate with 3rd Recruiting Brigade.

"The Assyrian community represents a tremendous opportunity to enlist Arabic speakers who know the culture, who can meet security qualifications, and who are highly patriotic. The convention staff was extremely enthusiastic. They referred potential applicants to us and arranged presentations and interviews on our behalf," said Bill Kelo, chief of Advertising and Public Affairs for the Chicago Recruiting Battalion.

The Army was enthusiastically received by the convention's leaders and members. "Whenever someone new comes into the community, people decide whether to accept them or not. It is the first impression that makes a difference," said Tony Lazzar, host of a popular Assyrian radio program in Chicago and one of the convention's leaders.

"It is the first impression that makes a difference. We're a small community and having the Army here was a big deal. Plus, you were giving away things," said Lazzar. "They really loved you there. Trust me, you were accepted."

At the conclusion of the event, the Army was extended an invitation to attend next year's convention in California.



Rep. Mark Kirk, 10th U.S. Congressional District of Illinois, pauses for a picture with recruiters of Chicago Company and Sgt. 1st Class Brian Oakley, 3rd Brigade, after visiting the Army's booth at the Assyrian American National Convention.

Working With Assyrians

Story and photos by Jeffrey Duran, Chicago Battalion

Finding qualified Arabic-speakers to fill the urgent need for translators and interpreters, while never easy, can be even more difficult when there is distrust of the military in the targeted community or the cultural group. However, immigrants from one minority group in particular, Assyrians, are culturally more open to military service than many others.

To succeed in even this market, however, recruiters must understand the market they are recruiting from. The most important fact for recruiters to know in dealing with Assyrian prospects is that Assyrians are not Arabs and many would be offended if associated with that cultural group.

"The Assyrians are a Christian community, not Muslim. If a recruiter approaches an Assyrian, without knowing they are not Muslim, and groups them together with Arab or other Middle Eastern communities or makes any hint that they fall in some Muslim category, you just lost that guy. They are Christian — period," said Capt. Sargis Sangari, an Assyrian who is the U.S. Army Recruiting Command, Headquarters Company commander. "They are the oldest Christian community in the Middle East."

One of the difficulties facing recruiters in enlisting Arabic speakers is the inability to immediately recognize different Middle Eastern cultural groups. Assyrians, for example, do not fit into any one general physical category.

Recruiters should be aware that because of the nature of the Assyrian community, there can be Arabic-speakers without the classical Middle Eastern features. "I'm telling you we have blue-eyed and blond-haired folks, too. That's not because the community here has become diversified," said Sangari. "The majority of the folks here are not going to have the Mediterranean complexion."

In formulating ways to approach this community, Sangari has some suggestions on how to be direct without being offensive or biased.

"The best way not to offend them is to go right out and ask 'are you a Middle Easterner'?" said Sangari. "Ask them which languages they speak. If they speak Aramaic or Syriac, they are most likely Assyrian or Chaldean."

According to Sangari, Chaldeans are part of the Assyrian community but have unique religious and political differences from the rest of the Assyrian community. However, Chaldean prospects should be approached with the same recruiting techniques as other Assyrians.

"Regardless if he says he speaks Assyrian or not, he might say: 'I'm not Assyrian.' If he says he is not an Assyrian it could be that he is a Chaldean," said Sangari. "The best way to do it is to just ask those basic questions. Some of them speak different languages. Let them tell you what their background is. They will say Chaldean or Assyrian. They are proud of their heritage."

If they are Assyrian, the recruiter should address it. Sangari suggests handling it this way: "we know about the contribu-

tions of Assyrians to our operations in Iraq both as military and contracted interpreters and in other positions. They have helped us out tremendously in the current situation."

Sangari said that when approaching prospects, recent immigrants are also a great target market. Sangari came to Chicago from Iran in 1980 following the Islamic revolution. During periods of unrest, Assyrians have traditionally migrated to the United States.

"If they come here and they really don't have a job, (becoming an) Army interpreter or translator could be a great opportunity for them. And it would help them gain their U.S. citizenship too," he explained.

Assyrian culture places great respect for family and community elders and Assyrian youth often defer to the advice and wishes of their elders. "Seek out the older Assyrians. They are probably very patriotic and supportive of the Army message," said Sangari.

"They are a very close-knit community. Word of mouth is our best advertising," explained Sgt. 1st Class Brian Oakley, foreign language advocate with 3rd Recruiting Brigade. He added that "honest, forthright recruiting" is the key to working with Assyrians. "The hard-sell doesn't work in most Middle Eastern cultures."

Nor are recruiters likely to find Assyrians only in the large select metropolitan areas (Detroit, New York, Chicago, and Los Angeles among others) normally associated with Middle Eastern groups. Because many second and third generation Assyrians have become integrated into American society, they don't necessarily show up on government data. This may change in the future though. "There has been more of a push on the census this time. The community has actually become more aware of the importance of putting 'I'm an Assyrian or Chaldean' on the census form," Sangari said.



Capt. Sargis Sangari, Headquarters Commandant, stands in front of a display at the Patton Museum, Fort Knox, Ky., which highlights Assyrian contributions to techniques and technologies of warfare.

Medical Professionals Get Glimpse of Army Training

Story and photos by Connie E. Dickey, 5th Recruiting Brigade

“I will never look at the Army the same way again,” Dr. Robert Ogden, a pharmacist from Raleigh, N.C., said at the end of a long day at the Camp Bullis Training Site outside of San Antonio.

Ogden and about 90 other medical professionals from across the country were at Bullis as part of the Army Accessions Command’s Army Medical Department educator tour. The tour brought doctors, nurses, physical therapists, pharmacists and others from the medical academia sector to Fort Sam Houston, Texas, to get a better understanding of Army medicine.

The Strategic Outreach Directorate of the U.S. Army Accessions Command hosted the group and coordinated tours

to the Army Medical Department Center and School, as well as to the Brooke Army Medical Center and Camp Bullis where potential applicants and educators saw firsthand a combat casualty care field training exercise take place.

At each stop of the tour, the group was given a briefing by instructors, administrators, or other subject matter experts and given the opportunity to ask questions, see high-tech equipment, and to talk with Soldiers.

Ogden said he learned new things throughout the tour. He said he was glad he had the opportunity to participate and said this tour was “a real eye-opener.”

“I just never thought that Army medicine was this advanced. You know, many of us see CNN and that is all we know about any of the military services, so this is just great. I have learned a whole new part of the story that I never knew before.”

Dr. Julia Ball noted that the Army is really state of the art. “This tour has been very impressive.” Ball is the director of an undergraduate nursing program in Charleston, S.C.

She was impressed by all the facilities that are available at BAMC, such as the burn and the intensive care units and the kind of training Soldiers receive at Camp Bullis.

“I was surprised that BAMC took care of retirees. I thought retirees had to go to a VA hospital, so I think that is great.

“Also, Camp Bullis has shown me that the Army really prepares its Soldiers very well to go into a combat area. Another thing that impressed me was the research being done here has such an impact on the civilian world ... not only is the research done for the Army and its uses, but the research is shared and is used in the civilian sector. I did not even realize that some of the things we have in the civilian world is because of the Army medical research.”

Dr. Barbara Pennell, Dean of Nursing at Cuyahoga Community College in Ohio, said she was impressed and interested in everything she was shown, but was looking forward to coming out to Camp Bullis because, “we train our students by simulation and virtual reality, so I was looking forward to coming out here to see how the Soldiers are trained. I have not been disappointed; this has been great.”

“The goal of an AMEDD educational tour is to educate potential applicants, as well as healthcare influencers on the opportunities available in the Army Medical Department,” said Rhonda Richards, AMEDD Advertising Program Manager and coordinator of the tour.

“I think it is a wonderful opportunity career-wise for anyone,” Ball said.



Dr. Gregory Ravizzini, an instructor at Emory University in Atlanta, Ga., looks at a display at the AMEDD Museum, along with a recruiter, as part of the Army medical educator tour.



Agnes A. Sheffey of Miami, Fla., listens as Robert Blocker explains the operating room setup to a group of medical professionals touring the Camp Bullis, Texas, training site.



Col. Lark Ford, deputy commander of the Brooke Army Medical Center, Fort Sam Houston, Texas, welcomes the group of medical educators to the hospital and explains the facility. The group toured the hospital as part of the Army medical educator tour.



During the Army Medical Department educator tour, the group watches Soldiers go through a training exercise at Camp Bullis, Texas.

Balanced Scorecard

Gives Complete Readiness Picture

By Joe Burlas, Army News Service

Moving beyond a reporting system developed in the middle of the Cold War, the Army is changing the way it measures readiness.

In addition to the traditional Unit Status Report, the Army just started using an initiative called the Strategic Readiness System to give a more holistic view of readiness.



While the USR quantifies the readiness of personnel, equipment and training of combat units, SRS will also capture information on installations, infrastructure, well-being, the nation's industrial base and sustainment readiness.

Department of the Army headquarters staff sections and major military commands started using the new system in June. Its use will eventually expand down to division and separate brigades, officials said.

The Army Scorecard is the focal point for SRS. The Army Scorecard identifies the metrics — quantifiable success measurements — of each readiness area. Those areas are tied to the annual Army Plan and include: status of the industrial base for military equipment and supplies, well-being, infrastructure of all Army installations and status of federal, state and local transportation nodes in reference to their abilities to support deployments.

Each subordinate command and staff directorate has developed its own accountable scorecard — identifying what each does to support the Army effort. The scorecard system, similar to what President George W. Bush has implemented in the White House, is designed to align strategic goals across the entire organization. It is also a best-business practice used by successful companies in the corporate world, said Lt. Col. Kevin Smith, an SRS project officer within the Army Staff G3.

"It's a single piece of paper within

each organization that brings the readiness together and links goals with money and resources to show where visible improvements can be made," Smith said. "In the past, we had numerous goals and visions in multiple documents. The Army Scorecard puts the status of all core competencies into one document.

"It's a no-kidding, got-to-be-accomplished mission statement," Smith said.

To ensure the status of each scorecard is current, SRS uses an automated program that can reach into more than 5,000 Army databases to pull the most up-to-date information. Using automated links to existing databases will ensure that no additional burden will be placed upon commanders to fill out another report, Smith said, a goal Shinseki required when he ordered SRS to be developed.

Information contained with the Unit Status Report, the Army's Cold War-era readiness reporting system, shows the status of personnel, training and equipment of only combat units — ignoring the impact of other Army organizations on readiness, Smith said. USR information is often months old, he said, while SRS is designed to provide Army leaders with a day-to-day picture of the entire Army.

The Army will continue to use the USR along with the newer SRS.

"The Strategic Readiness System will help both the Army and the Department of Defense get a better view of how well we are accomplishing our core competencies," said Col. Bob Cox, Force Readiness chief, G3. "It not only looks at the tip of the spear — our combat units, but the whole shaft, to include the Army Materiel Command, Training and Doctrine Command and all others who contribute to the readiness of our warfighting units."

Registered Army Knowledge Online users can get more information on SRS and the Army Scorecard on the Web at <https://akocomm.us.army.mil/srs>.

USAREC Implements Strategic Readiness System

By Maj. Paul Walton, G3, Production Branch

In November of 2002 the Army began fielding its new Strategic Readiness System. This system is designed to synchronize our strategic planning process with our readiness reporting systems that will measure our ability to support the National Military Strategy. Over the past year, the USAREC staff and brigade leadership teams have worked together to incorporate this system into our planning process as part of the program implementation.

Many studies have been done to determine what common barriers exist that prevent an organization from achieving its strategic goals. Research has shown that only five percent of personnel assigned to an organization understand its strategic goals. In most organizations, 85 percent of senior leaders spend less than one hour a month discussing strategy. Over 60 percent of organizations do not link their budget to their strategy. The Army and USAREC are not immune to these issues and the implementation of SRS is seen as a solution. Implementation of the SRS system through development of balanced scorecards, which are linked to the higher headquarters, reveal and bind the goals and objectives of a unit down to its lowest level.

From a conceptual perspective, the SRS consists of two parts. The first part identifies a unit's strategic goals and objectives, using a balanced scorecard. Achievement of each strategic objective is measured and evaluated as green, amber or red. The results show a unit's progress toward achieving its strategic goals and objectives. These goals and objectives are aligned with the Army scorecard, providing Army leadership with a one-page status report for the force. Measures and performance targets will be developed and assigned to each of the objectives that show the unit's ability to achieve its



The Army received the Balanced Scorecard Collaborative Hall of Fame Award Sept. 16 during the BSC Government Summit held in Washington, D.C. The Balanced Scorecard Collaborative is a professional services firm that promotes the worldwide use of the balanced scorecard as a management tool. (L-R) Dr. Robert S. Kaplan, co-founder and chairman of Balanced Scorecard Collaborative; Col. Robert Cox, chief of the Army Readiness Division, G3; Maj. Gen. Fred D. Robinson, Jr., director of Operations, Readiness, and Mobilization; Dr. David P. Norton, president and CEO of BSC. Photo courtesy of Joe Amalfitano

specific objectives. Each subordinate command within the Army will then build a balanced scorecard based on how that unit's mission ties into the overall Army strategy. Eventually this system will cascade down to the small unit levels tying together all of Army planning and reporting systems.

The second part of the SRS involves data collection and analysis. The SRS will integrate existing data into a consolidated data source enabling Army leaders to assess our ability to accomplish our current mission while conducting transformation, which will allow us to meet our missions of the future.

Effective use of the SRS with its integral balanced scorecard allows for two-way communication within the unit. Leaders are able to issue guidance and focus emphasis on key programs and objectives that are tied directly to mission accomplishment. Subordinate units and individuals act on that guidance and report back on accomplishments while recommending methods to improve our current business practices. Leaders then evaluate unit accomplishments and focus resources through initiatives designed to bridge performance gaps or improve efficiencies. Periodically, the unit will review its entire balanced scorecard making changes to objectives, incorporating new measures, and adjusting targets to account for changes in its vision, mission, or operating environment.

USAREC has entered Phase 2 of the SRS implementation plan. Phase 2 will be complete upon approval of our balanced scorecard. Once the USAREC balanced scorecard is approved, each brigade will be required to develop a balanced scorecard at their level. On completion of brigade scorecards, they will cascade down to the battalion level. Future articles will cover various aspects of our balanced scorecard and will cover the steps that are required for subordinate commands to begin developing their own scorecards.

Ex-Saints Football Player Signs With the U.S. Army Team

Story and photo by Jen Rodriguez, San Antonio Battalion

Former New Orleans Saints wide receiver Charlie "Chuck" Carter signed a definite four-year contract July 2 with the U.S. Army to become a full-time Soldier.

The Tusloa, Ala., native shipped in mid-October to basic training at Fort Jackson, S.C.

"The deciding factors to join the military for me were to provide for my family, finish my education, and serve my country," said the Delayed Entry Program Soldier.

Carter attributes much of his decision to join the military to his father-in-law, Billy Hankins, who served in the Army for 22 years, and his father, Willie Carter.

He speaks fondly of his father-in-law, a double amputee who has been an inspiration to him.

"To be a real man is one thing, to show out on the field, shake and bake and score touchdowns is another," Hankins advised his son-in-law. "But, if you want to prove yourself in something, step into the military and see how much of a man and team player that you are."

During the fall semester of his senior year at college, Carter was approached by the Saints' quarterback Damen Sydney, who persuaded Chuck to sign an open free agent contract.

Six games into the second season, Carter was knocked out by the opposing team's tackle. That one hit changed Carter's outlook for the rest of his life.

"After getting hit that hard in my life, a whole another life opened up and the Lord allowed me to struggle to know people and myself," he said. He put school on hold and returned to the workforce leading him to San Antonio in December 1999 to find his path.

It was not by chance that the 29-year-old Carter and his



Cpl. Arthur Yanez, West Station (San Antonio, Texas) recruiter, welcomes ex-New Orleans Saints player, Charlie "Chuck" Carter as a new team player on the Army of One team.

wife ran into West Station (San Antonio, Texas) recruiter, Cpl. Arthur Yanez, leaving the station enroute to O'Connor High School to meet with an applicant.

Yanez stopped Carter and inquired if he was interested in joining the Army.

"I had just left the Air Force recruiter and wanted to check out what the Army had to offer," Carter said. "I was impressed by the Army's visual aids, the genuine honesty of Corporal Yanez and how he involved my wife in the presentation."

Without hesitation, Carter signed up with the Army team and enlisted at the rank of private first class due to his college education.

From where Carter stands — joining the Army as an enlisted Soldier with the hopes of becoming an officer is just another chapter in the life of Charlie "Chuck" Carter.

Like father like son

By Chris Wilson, Oklahoma City Battalion

Staff Sgt. Benny Roberts watched his son, Brian, take the oath to enlist in the Army. It was a special day for Roberts, a recruiter with the Oklahoma City Battalion, because he's the soldier who enlisted his son.

"He'd been talking about it for over a year, and he decided he try the Army," Roberts said about putting his son in the Army. "Plus it gives him some extra college money."

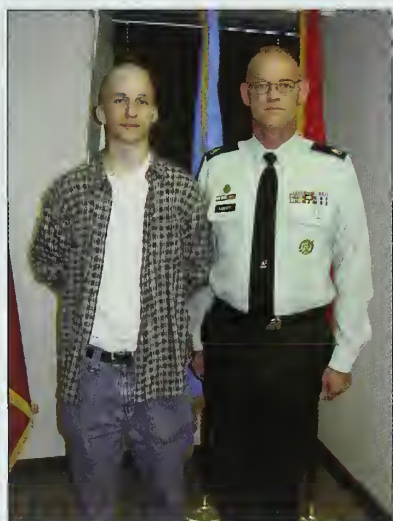
Brian Roberts attended Vernon Community College in Wichita Falls, Texas, pursuing a degree in criminal justice before he decided to join the Army.

"For every job, you need training in a skill," Roberts explained. "When I looked at the Army, I saw that you could get training in several skills and you could make a career in the service."

"When he first started talking to me I didn't think much about it, then when I saw him swear in it was a really good feeling," Roberts said. "I can't wait to see him walk the stage at basic training."

Roberts's oldest son, Michael, has already completed basic training. He joined before his father started recruiting duty.

"His mother might have been skeptical about him being in the infantry, but she's glad he's found something he wants to do," Roberts said smiling.



Brian Roberts, left, poses with his father, Staff Sgt. Benny Roberts.

Second Generation Patriotism

By Rae Nola Smith, Salt Lake Battalion

While people across the country were honoring the World Trade Center victims on Sept. 11, Michael Poulos of Boise, Idaho, was sworn in as a Soldier in the U.S. Army. He was taking the first step to reach one of his goals, being a Special Forces Soldier. "My dad has been a motivation and example, but the Army has always been the only thing I could see myself doing as a career," he stated. "I would like to be a weapons sergeant."

Sgt. Matt Bennett, Poulos' recruiter was lucky to find this physically fit senior with a 3.8 GPA at Boise High School.

"Michael is very motivated and focused on his goal to become an SF Soldier. He is probably one of the most motivated DEP members I have seen. He knows what he wants out of life and is willing to do the work to get there," stated Bennett. "With his background, becoming a private first class prior to shipping won't be difficult for him."

Poulos is familiar with the requirements it takes to become a Soldier on the Special Forces team. His father, Sgt. 1st Class David Blake, is the station commander at the Boise Recruiting Station. Poulos has already passed the APFT with a score of 283 and is working to complete the Basic Training Task List. He is a starting wide receiver on the varsity football team and already knows the meaning of discipline, so early morning drills are part



Michael Poulos and father, Sgt. 1st Class David Blake, pause for a photo after Poulos' enlistment.

of his daily regimen. He is active in the DEP program and was instrumental in getting seven leads while helping at the Western Idaho Fair.

"Michael is going to get the best training possible and we are proud he made the decision to join the Army," said Mrs. Blake.

After high school graduation, he will leave for Fort Benning. His six-year enlistment qualifies him for an \$8,000 bonus.

Army is Davis Family Business

By Chris Wilson, Oklahoma City Battalion

Aaron Davis first joined the Delayed Entry Program to find better opportunities and provide a better life for his wife and child. He ended up bringing a big part of his family and friends with him. It started when he referred his sister into the DEP at Conway, Ark.

"I wanted to get promoted," Aaron Davis said about referring his sister, Jackie. Army recruits can earn points toward promotion by aiding the recruiting effort.

"I thought it was a good way to pay for college and to do something with my life — to see different places and try new things," Jackie Davis said.

Jackie Davis, one of a set of triplets, enlisted, and eventually referred her boyfriend, Josh Sweeny.

"We didn't want him to have to join the Marines," she said, laughing.

These are only the latest additions to the family tradition. Aaron and Jackie's father, Jack Davis, and his brother, Robert Davis, both served in the Army in the mid-70s. They also have a cousin, Donnie Scott, who joined about a year before they decided to enlist. Scott recently served tours in Afghanistan and Iraq.

"I'm really proud of them," Jack Davis said. "I think it'll be a good experience for them."

The brother and sister have been benefiting from being in the same Army Delayed Entry Program. The DEP allows recruits to join the Army, choose a guaranteed job field, and wait up to one year before leaving for basic training.

"It's cool because we get to do a lot of the same things," Jackie Davis said. "I think it's been easier on all of us."

"Having Jackie around is pretty fun," Aaron Davis commented.

It's been a big positive for Sgt. 1st Class Steven Lunk, who recruited these Clinton natives.

"Clinton is a close community with a lot of quality people," Lunk explained. "If you pay attention to your relationship with these people, you'll eventually meet their parents, cousins, preachers, teachers, and babysitters."

"It's just a great source of quality people."

That will remain true for the Davis family and their youngest son, Justin Davis. According to his brother and sister, he's planning to join the Army too.



(L-R) Sgt. 1st Class Steven Lunk, Jackie Davis, and Aaron Davis. The photo was taken at a Delayed Entry Program function along the Arkansas river.



Sgt. Ken Turner talks with his former principal, John P. Thomson, during his recent visit to Straughn High School in Andalusia, Ala.

Soldier Returns from Iraq to Assist in Army Recruiting

Story and photo by John McCollister, Montgomery Battalion

Sgt. Ken Turner has returned home from his duties in Tikrit, Iraq, to support Army recruiting under the Hometown Recruiter Assistance Program.

This native of Andalusia, Ala., enlisted in 1999 after graduating from Straughn High School. He selected skill training as a Signal Intelligence Analyst with a Russian language specialty. After completing Basic and Advanced Individual Training, he spent six months at the Defense Language Institute in Monterey, Calif., learning Russian.

He reported for duty at Fort Hood, Texas, where he was assigned to the Military Intelligence Battalion, 4th Infantry Division. His unit was deployed in preparation for the war in Iraq. His unit entered Iraq in April and was deployed to the city of Tikrit, where they conducted patrols to search for weapons and bring order to the area while the local infrastructure was rebuilt.

"By and large we were welcomed by the people of Tikrit," Turner explained. "We did have some confrontations, but I truly believe we made a difference in their lives by being there."

He returned to Andalusia to work with the local Army recruiters before reporting to his new assignment with the 314th Military Intelligence Battalion at Lackland Air Force Base, San Antonio, Texas.

Turner took the opportunity to visit Straughn High School and talk with his former principal, John P. Thompson. "I've had many good students here at Straughn," said Thompson, "but Turner was one of my better ones."

Turner's immediate plans are to advance his military career but his long-term goal is to become a teacher. "I enlisted for the \$50,000 G.I. Bill plus Army College Fund and I want to use that to get a degree in education," he said. "Eventually I would like to come back home and become a teacher."

Battalion Youth Accepted at West Point

By LaWanda York, Denver Battalion

Being a teenager in these times can be stressful, frustrating, and out and out hard. But one Denver battalion youth has his priorities and life in order.

Jared Kress, 17, son of Lt. Col. John and Dinah Kress, recently learned that all his hard work had paid off. He will attend the United States Military Academy at West Point, N.Y.

Admission into West Point is extremely competitive. Candidates must receive a nomination from a member of Congress or from the Department of the Army. They are then evaluated on their academic, physical, and leadership potential. Kress met all these requirements and received an appointment under the "early admissions program."

"Jared's biggest asset is not brains or outstanding athletic talent," Kress said. "He has been gifted with a strong sense of purpose in life and amazing will power. I am very proud of him."

Kress is a senior at Liberty High School, Colorado Springs, Colo. He is a state qualifier in wrestling and cross-country running. He currently serves as the team captain for

the cross-country team and the team holds the class 4-A Colorado State Championship title.

Kress volunteers with the Boy Scouts, his church youth group, the National Honor Society, and the German National Honor Society. Most recently he is working on a project to provide school supplies to Iraqi children whose schools have to be rebuilt. He recently earned the rank of Eagle Scout with the Boy Scouts.

"Our whole family is so proud of Jared and so happy that his years of hard work and dedication toward a goal are paying off. It is his dream come true," said Dinah Kress.

West Point has a challenging academic program that consists of a core of 31 courses in arts and science. Jared's favorite subjects in school are mathematics and physics. He will be majoring in engineering or mathematics at the academy.

Jared Kress, son of Denver Battalion commander, Lt. Col. John W. Kress and Dinah Kress, has been selected to attend the U.S. Army Military Academy at West Point, N.Y.





The Thompsons pose with their recruiters. (L-R) Pvt. Andrew Thompson, Sgt. 1st Class Carl M. Shoup, Pvt. Kathleen Thompson, Pfc. Stephanie Thompson, and Staff Sgt. John McKnight.

Thompson Family Take the Same Path

Story and photos by Vernetta E. Garcia, Columbia Battalion

"We are very proud of their decision. It has given them a direction for life," said mother Cathy Thompson. The direction three of her children have taken is the path into the U.S. Army. Cathy Thompson feels the Army has truly met a need in their lives.

Stephanie, 20, the oldest, led the way and was the first to enlist; then Kathleen, 19; and then Andrew, 17, followed their lead. Within months of each other, they became proud Soldiers in the United States Army.

Stephanie enlisted in the Army Reserve as a chemical operations specialist. "My recruiter (Sgt. 1st Class Carl Shoup) was good. I didn't really understand the Army Reserve and he cleared all that up." In August she completed basic training at

Fort Leonard Wood, Mo., and will attend her advanced individual training during the summer of 2004. Once her training is complete, she will probably be assigned to the 371st Chemical Company in Greenwood, S.C., where she has already completed a few drill weekends.

"I definitely plan on staying in the Army long enough to retire," she said. "I enjoy how (the Army) makes me feel good. My self-confidence is stronger, it makes me a better person." Having her parents' support made her decision that much easier.

"I joined for the adventure, money, and benefits," said Kathleen. "I didn't want to go to college. I was working in a plant and I didn't want to work in a plant for the rest of my life." She joined the regular Army as a petroleum supply specialist. She completed basic training at Fort Leonard Wood, Mo., in May and then attended her advanced individual training at Fort Lee, Va. Kathleen was home for two-weeks leave and participated in the Hometown Recruiter Assistance Program. She rode along with her recruiter, Staff Sgt. John McKnight, and shared her story with many local high school and college students. She reported to her first duty station, Fort Hood, Texas, on Oct. 8.

Andrew also enlisted in the Army Reserve as a cable systems installer-maintainer. In July he completed basic training at Fort Benning, Ga. He will attend advanced individual training at Fort Gordon, Ga., next summer. He will then be assigned to the 324th Signal Battalion in Clemson, S.C. "I'm looking forward to the adventures the Army will bring," he said. Right now he's just looking forward to graduating from Trinity Christian School in June.

It was a feat, but parents, Austin and Cathy were able to attend each child's basic training graduation. "Their father and I support all them," said Cathy.

"All three of them have specific goals and they knew the Army was the way to help attain those goals," said Shoup of the Anderson Army Recruiting Station.

"They are highly intelligent Soldiers, they will go far," said McKnight, also of the Anderson Army Recruiting Station.

Los Angeles Battalion Recruiters Appear in PBS TV Show

Los Angeles Recruiting Battalion recruiters stationed in and around Los Angeles had the opportunity to appear in the highly acclaimed PBS TV show "American Family." The show's producers asked for help with a military funeral and recruiters volunteered to meet early Sunday morning to make sure the funeral was performed according to U.S. Army standards. Top left: Los Angeles Recruiting Battalion Soldiers folding the flag. Bottom left: The film crew recording the 21-gun salute by the firing squad. Right: Raquel Welch poses with members of the Los Angeles Recruiting Battalion. Photos by Mark Hefner



Every Soldier a Rifleman — 2004 Army Shooting Competitions Announced

U.S. Army Marksmanship Unit Public Affairs Office



The U.S. Army Marksmanship Unit has announced the service rifle, service pistol, and combat marksmanship competition dates for 2004. The competitions are open to active Army, Army Reserve, and National Guard Soldiers of all ranks and military occupational specialties stationed anywhere in the world. The U.S. Military Academy and Army ROTC cadets may also compete. Soldiers shoot both as individuals and as members of teams ranging in size from two to 10 shooters. Allied soldiers and teams also often participate in combat matches.

According to USAMU commander Lt. Col. David J. Liwanag, these competitions provide tremendous marksmanship training for Soldiers.

"Shooting competitions offer commanders an excellent opportunity to train Soldiers in combat and advanced marksmanship techniques," Liwanag said. "This is especially valuable now with troops deployed in combat and with the (Army) chief of staff's emphasis on individual Soldier combat skills." Recently Army Chief of Staff Gen. Peter J. Schoomaker told reporters in Washington that every Soldier is a rifleman first.

Soldiers can compete in National Match Course target matches, called NMC competitions, shooting modified M-16 rifles and M-9 and M-1911A1 match pistols. Service Rifle matches are fired at ranges of 200,

300, and 600 yards. Infantry matches are squad-level precision rapid-fire M-16 events shot at 600, 500, and 300 yards. Service Pistol matches are shot at 25 and 50 yards holding the pistol in one hand. Long range rifle events are fired at 600, 800, 900, and 1,000 yards with M-16s and other rifles equipped with iron sights and telescopes.

Soldiers competing in combat matches shoot unmodified M-16 rifles or M-4 carbines, M-9 pistols, and M-60 or M-249 machine guns. All Soldiers wear helmets and load bearing equipment, and some matches require shooting while wearing the chemical protective mask. Combat rifle matches are shot at ranges from 25 to 600 yards. Advanced Combat Optical Gunsight day telescope sights, called ACOGs, are authorized for M-16 rifles and M-4 carbines in designated combat matches. Combat pistol matches are shot two-handed at 15 yards. Snipers fire M-14 or M-24 sniper rifles at extended ranges both day and night, and sniper matches usually include sniper fieldcraft events.

Soldiers compete in selected Excellence in Competition matches for Bronze and Silver EIC shooting badges and Distinguished Rifleman and Distinguished Pistol Shot badges. The winners of the President's Rifle Match and President's Pistol Match at the National Matches receive an M-1 rifle and a commendation letter signed by the president of the United States. The top scoring 100 military and civilian shooters in the President's Pistol and President's Rifle Matches at the National Matches are awarded the President's Hundred Tab. EIC badges and the

President's Hundred Tab are permanent awards; descriptions and instructions for wear are outlined in Army Regulation 670-1.

The major competitions and disciplines for 2004 are:

- ★ January, Interservice Small Arms Competition, Camp Robinson, Ark. — Combat.
- ★ March, All-Army Rifle, Pistol and Long Range Matches, Fort Benning — Combat and Long Range.
- ★ June, Interservice Pistol Championship Matches, Camp Robinson, Ark. — NMC.
- ★ July, Interservice Rifle Championship Matches, Marine Corps Base, Quantico, Va. — NMC and Infantry.
- ★ July, National Pistol Championship Matches, Camp Perry, Ohio — NMC.
- ★ August, National Rifle Championship Matches, Camp Perry, Ohio — NMC and Infantry.
- ★ August, National Long Range Rifle Championship Matches, Camp Perry, Ohio — Long Range.
- ★ October, Armed Forces Skill at Arms Meeting, Camp Robinson, Ark. — Combat rifle, pistol, machine gun and sniper.
- ★ October, Winston P. Wilson Matches, Camp Robinson, Ark. — Combat and NMC.

Also, next year, the USAMU will conduct M-16 Squad Designated Marksman Instructor Courses at Fort Benning starting in the November or December timeframe.

Soldiers and commanders who are interested in advanced combat and target marksmanship, Excellence in Competition matches, or representing the Army on post, division, installation, regional, major command, and Army national and interservice shooting teams can refer to Army Regulation 350-66 — Army Competitive Marksmanship, which is available on the Army Web page. The USAMU and the Army National Guard Marksmanship Training Unit are available to provide support to establish post, division, and MACOM matches.

For competition information, contact Michael J. Behnke, USAMU chief of competitions, at 706-545-1272 or michael.behnke@usarec.army.mil. For M-16 Squad Designated Marksman Instructor Course, contact Staff Sgt. Kyle A. Ward of the USAMU Service Rifle Team at 706-545-5614 or kyle.ward@usarec.army.mil.

Mission Support Battalion — December Touring Schedule

Mobile Exhibits

<u>Asset</u>	<u>Dates</u>	<u>Location</u>	<u>Event</u>
Adventure Van	28 Dec-6 Jan	New Orleans	Sugar Bowl
Aviation Van	15 Dec-19 Dec	Washington D.C.	FAA
	27 Dec-1 Jan	Los Angeles	Rose Bowl
Rock Climbing Wall	28 Dec-6 Jan	New Orleans	Sugar Bowl
Multiple Exhibit Vehicle	29 Dec-4 Jan	San Antonio	All-American Bowl

National Convention Events

<u>National Convention Events</u>	<u>Dates</u>	<u>Location</u>
International Council of Air Shows	2-6 Dec	Dallas, Texas
American Career and Technical Education Assoc.	11-14 Dec	Orlando, Fla.
National High School Athletic Directors Assoc.	12-16 Dec	Indianapolis, Ind.
Midwest Band and Orchestra Clinic	16-20 Dec	Chicago, Ill.

General Shoots Bull's Eye



During his visit to Fort Benning's Easley Range Oct. 1, Brig. Gen. Leslie L. Fuller, U.S. Army Recruiting Command deputy commanding general (East), gets some expert instruction on M-16A2 long range shooting from U.S. Army Marksmanship Unit service rifle shooter Spc. Liana L. Bombardier, the 2003 Service Rifle Long Range National Champion. With Bombardier's coaching tips, Fuller was able to shoot a perfect bull's eye with the M-16A2 at 600 yards after only three shots. *Photo by Paula J. Randall Pagán, USAMU*

New Web Site Tells 'Soldier Stories'

Army News Service

Acts of heroism, community service, and deeds that exemplify Army values can be found on the Army Homepage's newest feature, "Soldier Stories."

Soldiers who dodge bullets to pull their comrades to safety, and those who are working to improve the condition of run-down Iraqi facilities, schools, and hospitals are among those spotlighted at www.army.mil.

Sgt. Timothy Hicks, an artillery cannon crewmember, knew that the small-arms fire aimed at him was getting closer, but he remained focused. His goal was to get to two wounded soldiers, whose supply vehicle had been hit with a rocket-propelled grenade. Hicks later received the Bronze Star for maneuvering the supply vehicle through a "hot zone" and getting his comrades to safety.

"This new page pays tribute to the men and women who exemplify the Army values," said Col. James Allen, chief of the Command Information Division at the Pentagon.

The Soldier Stories Web site was designed to aid speechwriters who want to

express to the world that the Army is at war — relevant and ready, Allen said.

"By going to the Web site, writers can get short stories that convey how dedicated, sincere, and caring our American Soldiers are. They're doing more than rooting out evil, they're restoring water, electricity, and rebuilding infrastructures.

"If I were writing a speech, I would find it hard to put the pen down with all the good things that are going on in Iraq and Afghanistan."

The Soldier Stories Web page went live Oct. 30, and will continuously be updated with new vignettes.

If you know a Soldier whose actions deserve recognition, send your vignette to the Army News Service, arnews@hqda.army.mil.

Voluntary Extensions

Department of the Army has announced the Stop move/Loss Program for the next phase of OIF/OEF. Subject of message is Implement Active Army Unit Stop Loss Stop Movement Program; date time group is 151359Z Nov 03.

This in all likelihood will mean that USAREC will incur an undetermined number of deletions. Recruiters are not frozen by this message in their current assignments. If the projected impacts of this message are validated, the positive impact on USAREC strength of the recent voluntary extensions will be nullified by Stop Move/Loss Program implications.

Leaders should put maximum effort into encouraging additional Soldiers to extend voluntarily in USAREC. HRC has agreed that Soldiers extending under this program will obtain one of their three choices of assignments under the EPMD Detailed Recruiter Assignment Preference Program (DRAPP), provided that a valid position is open. Canvas your units for any volunteers with loss date through December 2004. Soldiers currently on assignment instructions may apply but are not guaranteed approval by HRC.

Suspense for submitting DA 4187s requesting a voluntary extension in USAREC, to include three desired choices of assignment, is Dec. 22, 2003. DA 4187s submitted under this program should be identified by adding the following statement in the remarks section: *This action is requested as part of USAREC's Voluntary Extension*

Program dated 20 Nov 03. POC is Maj. Kevyn Bryant, DSN 536-1015, commercial 502-626-1015, or email: kevyn.bryant@usarec.army.mil

This suspense may be shortened pending the actual results of the Stop Move/Loss message on USAREC.

DFAS myPay Customers Cautioned Against 'Look-alike' Sites

DFAS Press Release

The two million military and civilian users of myPay are being cautioned to use only the official myPay site, <https://mypay.dfas.mil>, when seeking to access pay account information.

"Personal information is valuable and should be safeguarded," said Claudia L. Bogard, director of Corporate Communications for the Defense Finance and Accounting Service. "Don't provide your personal information to any Web site unless you know it can be trusted."

Look-alike sites have recently frustrated myPay customers who have been confused by accidentally finding their way to a commercial site that is in no way affiliated with DFAS or the Department of Defense.

DFAS' myPay is a secure, DFAS-operated Web site that lets active duty, National Guard and Reserve military members, civilian employees and military retirees, and annuitants take charge of their pay accounts online. The DFAS myPay Web site is found at <https://mypay.dfas.mil>.

Soldier Takes Bronze Medal in Elite World Cup Final

U.S. Army Marksmanship Unit Public Affairs Office



Ennio Falco (center), Oleg Tishin (left) and Sgt. 1st Class Shawn C. Dulohery (right) display their medals after the World Cup Final. *Photo by Wolfgang Schreiber, International Shooting Sport Federation.*



Command Sergeant Major Kenneth O. Preston

Army Names 13th Sergeant Major of the Army

Acting Secretary of the Army Les Brownlee and Chief of Staff of the Army General Peter J. Schoomaker announced Nov. 18 that Command Sergeant Major Kenneth O. Preston has been selected as the 13th Sergeant Major of the Army.

Preston will succeed Sgt. Maj. of the Army Jack L. Tilley when he retires Jan. 15, 2004.

The Sergeant Major of the Army designee has been serving as the command sergeant major for V Corps in Heidelberg, Germany, since April 2001. He is also serving as the command sergeant major for Combined Joint Task Force 7 serving in Baghdad, Iraq.

Preston will be sworn in as the newest Army senior enlisted advisor during ceremonies at the Pentagon on Jan. 15, 2004.

As Sergeant Major of the Army, Preston will serve as the Army Chief of Staff's personal advisor on all enlisted-related matters, particularly in areas affecting soldier training, noncommissioned officer leader development and well being for families. The Sergeant Major of the Army travels extensively throughout the world observing Army training and operations. The Sergeant Major of the Army listens to concerns and provides feedback and recommendations to Army and Department of Defense leadership regarding improvements in quality of life. In addition, he sits on a wide variety of councils and boards that make decisions affecting enlisted soldiers and their families.

The SMA routinely is invited to testify before Congress.

Preston is a native of Mount Savage, Md., and was born Feb. 18, 1957. Preston entered the Army on June 30, 1975, and has served in every enlisted leadership position from tank commander to command sergeant major.

His awards and decorations include the Legion of Merit, one Bronze Star, four Meritorious Service Medals, six Army Commendation Medals, three Army Achievement Medals, Southwest Asia Service Ribbon, Liberation of Kuwait Ribbon (Saudi Arabia), Kosovo Medal, the NATO Medal and the Joint Meritorious Unit Award.

He and his wife Karen have three children, Valerie, Kenneth and Michael.



Are Your Outpatient Medical Records Safe and Secure?

TRICARE News Release

For the Department of Defense Military Health System, major improvements are on the horizon to make the TRICARE benefit even better. One area the MHS will strive to improve this year is the availability of outpatient medical records at DOD military treatment facilities.

"As part of our overall medical records quality improvement plan, on Oct. 1, 2003, the Military Health System implemented enhanced medical record safeguards similar to those used by civilian providers," said Adm. Richard Mayo, chief operating officer, TRICARE Management Activity.

"As a result of the enhanced safeguards, beneficiaries may no longer hand-carry their outpatient medical records out of the MTF. After an appointment, the beneficiary's medical record will remain at the MTF where care is received. Upon request, a duplicate copy of the outpatient medical record can be provided to the beneficiary free of charge," Mayo said.

When properly maintained at the MTF, outpatient medical records have significant medical and legal value for patients and DOD. They can provide a chronological history of all care received and can

be used by primary care managers to communicate with other providers regarding referred specialty care for individual patients. Medical records stored at DOD MTFs also may be used for making quality assurance evaluations and improvements as well as to justify payments for third-party payers.

If patients are hand carrying their outpatient medical records, storing them in the trunk of their cars, or stashing them away at home, in desks or briefcases, they jeopardize the quality of care that DOD can provide. Where is the safest place to store outpatient medical records? There is no better place than the local MTF.

By maintaining medical records at the MTF, patients are guaranteed to receive the quality care they earned as TRICARE beneficiaries. If patients are hand carrying their outpatient records, they are asked to return them to their local MTF during their next scheduled appointment or visit so that they can be available to their provider and properly maintained.

For additional information on outpatient medical records, and privacy standards in place to protect health care information, contact the local patient administration division, MTF privacy officer, or outpatient medical records office at the local MTF.

USAMU Shooter Receives the Bronze Star Medal



U.S. Army Marksmanship Unit service rifle shooter Staff Sgt. Jason M. St. John is presented the Bronze Star Medal by Brig. Gen. Leslie L. Fuller, U.S. Army Recruiting Command deputy commanding general (East), at Easley Range, Fort Benning, Ga. St. John received the award for exceptionally meritorious service as a Sniper Section Leader, Task Force 11, 3rd Ranger Battalion, during Operation Enduring Freedom in Afghanistan. Photo by Paula J. Randall Pagán

Army Theme Changes to Focus on War

By Staff Sgt. Marcia Triggs, Army News Service

The Army introduced its new theme this week, declaring that Soldiers know that they have a fight on their hands, but are ready to respond.

"Our Army At War — Relevant and Ready" describes the proactive strategy of the Army's new chief of staff.

"We're going to move before the other guy moves, and we're going to reach out and touch him at his place, not ours We're going to have to be strategically more agile," said Chief of Staff of the Army Gen. Peter Schoomaker during a joint transformation conference in Anaheim, Calif.

The key, he said, is to work more closely in the joint arena, to move toward joint interdependence.

A 100-word message accompanies the Army theme and can be read by logging onto www.army.mil. An Army at war serving on a joint force is the focus of the message and is emphasized by Schoomaker at the majority of his speaking engagements.

Schoomaker announced in October that he wants to see immediate attention given to more than a dozen focus areas. One of those areas is strategic communications — making sure his goals and objectives are articulated throughout the Army.

The Army theme and its message are based on the chief's directions and developed by Strategic Communications, an addition to Executive Office of the headquarters, supporting both the secretary of the Army and the chief of staff of the Army, headquartered at the Pentagon.

The theme is based on Schoomaker's objectives, said Patti Benner, the STRATCOM acting director. "After meeting with Gen. Schoomaker, it was apparent that he wants to make it known that there is a national security crisis going on right now. It's no longer business as usual."

Only two years ago, the Army's focus was Transformation. However, the new enemy that the Army faces changed the focal point to war.

"America's Army is at war. We are attacking terrorism today in its home nests



**OUR ARMY AT WAR
RELEVANT AND READY**

Our Army is at war with nearly 50 percent of its forces engaged in combat. We will continue to be so for the foreseeable future.

Our Army is a proud member for the Joint Force expertly serving our nation and its citizens as we continuously strive toward new goals and improve performance.

The Soldier, his training, readiness, and welfare are central to all we do.

Our individual and organizational approach to our duties and tasks must reflect the seriousness and sense of urgency characteristic of an Army at war. Our Soldiers and our nation deserve nothing less.

We are at war.

U.S. Army Theme

and spawning grounds, providing vital protection for the American people. We will not rest until our country is safe and the enemies of freedom are defeated.

"Transformation continues in the ranks," Benner said, "but we're going to take ideas, technology, and concepts that were being developed for future defense and apply them to the present."

Fifty percent of the force is engaged in the war, and funding should go toward the equipment that is already in the hands of Soldiers instead of future combat systems, Schoomaker said during the Annual Association of the United States Army conference held in October.

Soldiers not directly supporting the war shouldn't worry about their relevance, Benner said. Schoomaker has been informing noncommissioned officers Armywide that no longer is a Soldier's worth determined by distance from the front line, she added.

This Army's theme wasn't created for change sake, but is an end state where the chief wants to see the Army, Benner said.

(Editor's note: Cynthia Bauer from the Air Mobility Command Public Affairs Office contributed to this article.)

mypay.dfas.mil Offers Electronic W-2s

DFAS Press Release

All current myPay military users and DFAS civilian employees who request or already have a myPay Personal Identification Number (PIN) and access myPay will now automatically receive an electronic W-2.

The electronic method is now the primary means of delivery for all DFAS civilians and military users with a customized myPay PIN.

The online version, complete with printing instructions, is 100 percent compatible for all tax purposes and allows users to print as many copies as they need without having to depend on saving a hard copy. A save button is also available to allow individuals to save their W-2s to disk.

Happy New Year

Gold Badges

RSM OCTOBER 2003

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SSG Todd Long

SGT Anthony Green

COLUMBIA

SGT Forrest Westall Jr.

SGT Douglas Madison

SSG Patrick Comer

SSG Reginald Alexander

SGT Jose Miles

COLUMBUS

SFC Angela Worley

DALLAS

SSG Jeffery Folks

SSG Fernando Batista

SSG Samuel Brady

SSG James King

SSG David Evans

SGT Thomas Meador

DES MOINES

SSG Thomas Davis

SSG Heidi Platero

SSG Cory Holloway

SGT Lorena Brand

INDIANAPOLIS

SFC Charles Austin

SSG Robert Thomas

SSG Matthew Hughes

SSG Russell Parasky

SSG Dajuan Groves

SSG Moses Wilson

SGT Eric Bradbury

SGT Nathan Zarazee

JACKSON

SFC Bernard Stokes

SSG Robbie Turner

SGT Quincy Cox

KANSAS CITY

SSG Richard Gruby

SGT Joseph Grens

SGT Lee White

MID-ATLANTIC

SFC Alonzo Melton

SFC Andrew Bradford

SSG Herman Hodges III

SSG Aaron Lemon

SSG Danny Rebolledo

SSG Robert McDonald

SSG Jeffery Gilbreath

SSG William Cokrlc

SSG Kenneth Corbin

SGT Eddie Lardell

SGT Maurice Billington

MILWAUKEE

SGT Daniel Rhoden

MONTGOMERY

SSG Janet Sims

NASHVILLE

SSG Daniel Moore

SSG James Wedding

SGT Shawn Burnette

NEW ORLEANS

SSG Wayne Sylve

NEW YORK CITY

SSG Brian Gscheidle

SSG Nestor Fernandez

SGT Clayton Dickinson

SGT John Riviere

SGT Joseph McConnell

SGT Troy Owens

OKLAHOMA CITY

SSG Patricia Johnson

SGT William Casey

SGT William Treanor

PHOENIX

SSG Lee Williams

SSG Kevin Grove

SSG Henry Ledwig Jr.

SSG Antonio Alejos

SSG Jeffrey Berry

PITTSBURGH

SSG John Potter

SSG Ryan Stainbrook

PORTLAND

SFC Conan Fuerte

SFC Andrew Mace

SSG Eugene Falsario

SSG Dwain Graham

SSG Chad Parmele

SSG Robert Pedro

SSG Bryan Carver

SSG Mark Sinderson

SSG Steven Duenas

SSG Frederick Hipol

SSG Adrienne Boger

SGT Mark White

SGT Darwin Trotter

SGT Felimarie Benavente

SGT Vicha Puwasurintra

SGT Ryan Roper

SGT Jason Perkins

SGT Johnny Nguyen

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SSG Keinet Williams

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SGT Lynwood Golden

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SSG Thomas Neumayr

SSG Robert Webb

SSG Stevie Byrd

SSG Gilbert Navarrette

SSG Fredrick Davis

SSG Daniel Mercado

SSG Manuel Frias

SSG Peter Rentas

SGT Thomas Renteria

SGT Rene Garcia

SGT Elvin Nuells

SEATTLE

SFC Alvin Martin

SGT Alan Hallstrom

SSG Zane Hansen

SSG John Gray

SSG Richard Eason

SOUTHERN CALIFORNIA

SFC Delroy Blackman

SSG Derrek Summers

SSG Airborne Cook

SSG George Parks

SSG Johnnathon Gilliam

SSG Domingo Alvarado

SSG Samuel Brown

SSG Reywendy Morillo

SSG Ricky Jaurigue

SSG Timothy Vincent

SGT Valerie Boron

SGT Randy Schultz

SGT Daniel Hodges

SGT Emil Ulep

SGT Somnuk Songserm

SGT William Moore

SGT Ronnie Quichocho

SGT Thomas Bednarz

SGT Roberto Castro

SGT Gerard Yacona

SGT Edward Baker

SGT Santiago Gallardo-Johnson

SGT Darrin Whitley

ST. LOUIS

SFC Anthony Lee

SSG Anthony Adkison

SSG Shawn Jordan

SSG Theodore O'Rourke

SGT Cian Bouchard

SGT Claude Griffin

SYRACUSE

SSG Joseph Parra

SSG Philip Bishop

SSG Adam Bilbrey

SGT Mark Willaims

SGT David Shue

Morrell Awards

RSM OCTOBER 2003

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SFC Joseph Mitchell

SFC Sanquinetta Carson

SFC Vince Blackmon

SFC Karol Beale

SSG Keith Cline

SSG Ronald Green

CHICAGO

ISG Francois Lucia

SSG Douglas Sweet

CLEVELAND

SSG Athiena Wilder

COLUMBIA

SFC Anthony Toney

COLUMBUS

SSG Steven Holeman

DALLAS

SFC Richard Torres-Ortiz

SFC Mark Moore

SFC Juan Vargas

HOUSTON

SSG Kenneth Mathews

INDIANAPOLIS

SGT Sean Sparks

JACKSON

SFC Benjamin Hughes

LOS ANGELES

SFC Eric Stout

MILWAUKEE

SFC Kenneth Abruzzini

MINNEAPOLIS

SFC David Moulton

MONTGOMERY

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NASHVILLE

SSG Kristopher Broadus

NEW ENGLAND

SFC Deborah Owens

SSG Gregory Shirk

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SFC John Harrison

SFC Marty Keys

SFC Mark Dallas

SSG Kelly Price



OKLAHOMA CITY

ISG Kenneth Crow

RALEIGH

SFC Keith Singelton

SFC John Watkins

SSG Charles Hayter Jr.

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SSG Cornelious Kenan

SSG Jonas Mack

SALT LAKE CITY

MSG Philip Johnson

SFC Jay Clegg

SFC Kenneth Teasdale

SSG Alton Arnold

SSG Teddy Desouza

SAN ANTONIO

SFC Albert Jacques

SPECIAL

RECRUITING

OPERATIONS

SFC Steven Hill

SFC Todd Floersheim

SYRACUSE

SFC Andrew Patterson

SFC Carl Jackson

SFC Danny Washington

SSG Amedeo Trotta

TAMPA

SFC John Stevens

SSG Daniel Murphy

SSG Mark Poindexter

Recruiter Rings

RSM OCTOBER 2003

6TH AMEDD

SFC Gregory Florey

ALBANY

SFC Peter Roberts

SSG Richard Montgomery

BALTIMORE

SFC Tommy Reid

SFC Brian Sipe

SFC James Brown

SSG Lebaron Gordon II

SSG Allen Billingslea

SSG Larry Mallory

SSG Sonya Mallory

SSG Kliean Elwin

SSG Eric Long

SSG Robert Robinson

SGT Kevin Mays

BECKLEY

SFC Cedric Broyles

SSG Joshua Kopp

SSG David Hotelling

CLEVELAND

SFC Daryl Forsythe

COLUMBIA

SFC Roger Cauty

SSG Tally Long Jr.

DALLAS

SFC Ronny Swank

SSG Norma Perez

SSG Johnny Jara

SSG Brian Heffernan

SSG James Taylor

SSG Danny Mitchell

SSG Jose Rivera

SSG Karlane Grullon

SSG Steven Darbyshire

SSG Jevon Stubbs

SGT Jack Donaldson

SGT Scott Mabee

SGT Richard Herman

SGT Sean Rodda

SGT Marcus Fuller

DENVER

SFC Kathi Shine

SFC David McDonell

SSG Teodoso Gomez

SSG Scott Lorber

DES MOINES

SFC Daniel Speer

SFC James Grider

SFC Jeremy Smelser

SSG Robin Murdock

SSG Rodney Tillman

SSG James Smith

SSG Ian Trammell

SSG Edward Dust

SSG Christopher Clauss

SGT Ryan Robida

HARRISBURG

SFC John Amsbary

SFC Barry Wagner

SSG Derrick Gustafson

SSG Joseph Anthony

HOUSTON

SFC Timothy Meadows

INDIANAPOLIS

SFC Frank Vasquez

SSG Zachary Armstrong

SGT Justin Rooks

JACKSON

SFC Donald Davis

SSG Roy Stumpe

JACKSONVILLE

SFC Dexter Williams

SSG Antoin Green

SSG Seasine Albarran

SGT William Reed

MID-ATLANTIC

SFC Victor Nicholson

SFC Anthony Isaac

SFC Mark Holman

SFC Kelly Foye

SFC Abimelec Rivera

SFC Patrick George

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SSG Karen Piette

SSG Theodore Tremblay

SSG Christopher Collier

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SSG Jeffery Rabold

MONTGOMERY

SSG Albert Atkins

SSG Robert Gay

SSG Dezeborah Evans

SGT Timothy Gunther

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SSG William Briggs

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SFC Michael Johnson

SSG Geoffrey Seay

SSG Jason Fellows

SSG James Couto

SSG Gregory Grayson

SSG Troy Bartlett

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SFC Samuel Chatman

SFC Mark Alford

SFC Larry Tape

SFC Lucretia Eddins

SFC Peter Bracero

SFC Ricky Melson

SSG Troy Hill

SSG Timothy Cage

SSG Johnny Wilson

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SSG Joseph Flores

SSG Joseph Gott

SSG Charles Kelly

SSG William Brooks

SSG Brett Scarcelli

SSG Jason Jonas

SGT Michael Hein

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SFC Anthony Simmons

SFC Noel Delpozo

SSG Eric Ambler

SSG Jose Hernandez

SSG Ryan Kowen

SSG Shannon Allen

SSG Tommy Carder

SSG Craig Flint

SSG Charles Brown

SSG Jeremy Jones

SSG Eric Romero

SSG Alexander Tovar

SSG William Walter

SSG Mark Ledesma

SGT Gerald Valle

SGT Jason Moore

SGT Nicholas Beltran

PITTSBURGH

SFC Shawn Perry

SFC Joseph Lasalle

SFC Robert Siegel

SSG Ronnie Hudson

SSG Joseph Morra

SSG Ronald Miller

SSG Francis Stiglich

SGT Tremaine Hennington

PORTLAND

SSG Todd Caldwell

SSG Michael McAllister

SGT Todd Warner

RALEIGH

SSG Majid Salahuddin

SSG Andre Miller

SSG Craig Nesmith

SSG Sonny Evans

SACRAMENTO

SFC Edward Givans

SFC Katrina Kane

SSG Ronnie McGee

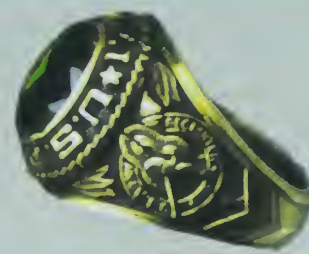
SSG Timothy Usrey

SSG Pedro Sandoval-Diaz

SSG Daniel Wrightsman

SSG Levi Suiaunoa

SSG Michael Hosmann



SGT Manuel Salinas III

SGT Eliezer Fournier

SGT Anthony Rodriguez

SGT Eddie Hukill

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SFC Bruno Acosta

SFC Jerry Layne

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SSG Paul Clonch

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SSG Steven Forcum

SSG Jerry Powell

SSG Jeffery Moncrief

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SSG James Cole

SSG Edward Kester

SSG Erik Schanzenbach

SSG Nick Wilkinson

SSG David Ross

SGT Chester Degroat

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SSG Rodney Moore

SSG Le Dung

SSG Patrick Rochford

SSG Jonathan Selves

SSG Jeffrey Spencer

SSG James Harvey

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RECRUITING COMPANY

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SOUTHERN CALIFORNIA

SFC Thomas Asis

SFC Dwayne Wooten

SSG Leticia Rocha

SSG Ernesto Lozano

SSG David Pantojas-Vadal

ST. LOUIS

SFC Troy Bleyaert

SSG Lawrence Pounds

SSG Bennie Johnson

SSG Bobby Cook

SSG Marlon Hudson

SSG Bradley Scott

SYRACUSE

SFC Shawn Wilks

SFC Peter Palumb Jr.

SSG Richard Lewis

TAMPA

SSG James Wilbanks

SSG Lazaro Herrera-Anton

SSG Gilberto Camacho

1. _____ is used to establish accountability of postage stamps received and issued.
 - a. SF 1034
 - b. SF 1164
 - c. UF 941
 - d. UF 1069
2. What is the maximum authorized dollar amount for stocking postage stamps?
 - a. \$100.00
 - b. \$250.50
 - c. \$400.00
 - d. \$500.00
3. What is the normal frequency for conducting COI events within each recruiting company and health care recruiting team?
 - a. one biannually
 - b. one during each calendar quarter
 - c. one per month
 - d. three per year
4. COI event funds may be used for the purchase of tickets or admission to sporting, recreational, or to other public events.
 - a. True
 - b. False
5. Who provides military defense counsel for Soldiers pending military justice and administration separation actions?
 - a. Trial Defense Services
 - b. Brigade Judge Advocate
 - c. Staff Judge Advocate
 - d. Judge Advocate General
6. In accordance with AR 27-40, paragraph 10-3, who is authorized to determine whether a Soldier qualifies for an exemption from jury duty under Section 982, Title 10, United States Code?
 - a. Company commander
 - b. Commanding general
 - c. Brigade commander
 - d. Battalion commander
7. No person who has consumed an intoxicating beverage or controlled substance within the previous _____ hours shall operate GOV.
 - a. four
 - b. eight
 - c. six
 - d. 24
8. The dollar threshold for credit card purchases of maintenance and repair services is _____ without prior GSA maintenance control center approval.
 - a. \$25
 - b. \$50
 - c. \$100
 - d. \$250
9. The Energy Policy Act requires that 75 percent of all eligible vehicles acquired or leased within a fiscal year be an AFV (alternate fuel vehicle).
 - a. True
 - b. False
10. What are the three types of controls developed to either eliminate or reduce a hazard during risk management?
 - a. Mental, physical, and emotional
 - b. Educational, mental, and avoidance
 - c. Educational, physical, and avoidance
 - d. Physical, emotional, and avoidance
11. Risk management applies to all situations and environments across the wide range of Army operations, activities and processes.
 - a. True
 - b. False
12. Every Soldier, noncommissioned officer, warrant officer, and officer has one primary mission — to be trained and ready to fight and win our nation's wars.
 - a. False
 - b. True
13. Who was the author of this quote, "Ensure that our Soldiers are physically and mentally prepared to dominate the next battlefield — no Soldier goes into harm's way untrained"?
 - a. Gen. George Patton
 - b. Sgt. Maj. of the Army Jack Tilley
 - c. President George W. Bush
 - d. Gen. Eric Shinseki
14. There are _____ Principals of Training.
 - a. five
 - b. three
 - c. eight
 - d. 10

The answers to this month's test can be found on the inside back cover.

Mission Box

The Achievements of One that Contribute to the Success of the Team



RSM October 2003

Top Regular Army Recruiter

SGT Trevor Ferguson
New York City
SGT Eddie Lardell
Mid-Atlantic

SSG Majid Salahuddin
Raleigh
SSG Sigfredo Reyes-Vargas
Tampa

SGT Robert Strozewski
Milwaukee

SSG Richard Detoy
Des Moines

SSG Kenneth Riley
Phoenix

Top Army Reserve Recruiter

SGT Joseph McConnell
New York City
SFC Peter Palumb
Syracuse

SSG John Guilmette
Raleigh

SSG Richard Gorman
Milwaukee
SSG Bernard Pinckney
Cleveland
SSG Douglas Hagadorn
Columbus

SFC James Crosby
Oklahoma City
SGT Wendell Green II
San Antonio

SGT Christopher Berkland
Seattle

Top Limited-Production Station

Levittown
Mid-Atlantic
SFC Anthony Isaac

Goldsboro
Raleigh
SFC Kenneth Brulport

Menasha
Milwaukee
SFC Steven Jansen

Denton
Dallas
SFC Floyd Louis

Mesa
Phoenix
SFC Nicholas McLain

Top On-Production Station

Franklin
Pittsburgh
SFC Daniel Baxa

Simpsonville
Columbia
SFC Avery Mobley

Findlay
Columbus
SSG David Taylor

Neosho
Kansas City
SSG Jerry Hanshaw
Weatherford
Oklahoma City
SFC Brian Jensen

Port Angeles
Seattle
SFC Gary Hall

Top Company

Norfolk
Baltimore

Greenville
Raleigh

Appleton
Milwaukee

Cape Girardeau
St. Louis

Phoenix Central
Phoenix

Top Army Medical Department Detachment

Central

Florida Team

Chicago

Omaha

None

Answers to the Test

1. c. USAREC Suppl 1 to AR 25-51, para 2-27g(1)(e)
2. d. USAREC Suppl 1 to AR 25-51, para 2-27g(2)(b)
3. b. USAREC Reg 1-18, para 4g
4. b. USAREC Reg 1-18, para 4j(9)
5. a. USAREC Reg 27-2, para 10
6. c. USAREC Reg 27-2, para 14
7. b. USAREC Reg 56-1, para 3-5a

8. c. USAREC Reg 56-1, para 3-7b
9. a. USAREC Reg 56-1, para 11-1
10. c. FM 100-14, pg. 2-14
11. a. FM 100-14, pg. 1-4
12. b. FM 7-0, pg. 1-1
13. d. FM 7-0, pg. 1-1
14. d. FM 7-0, pg. 2-1

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Happy Holidays